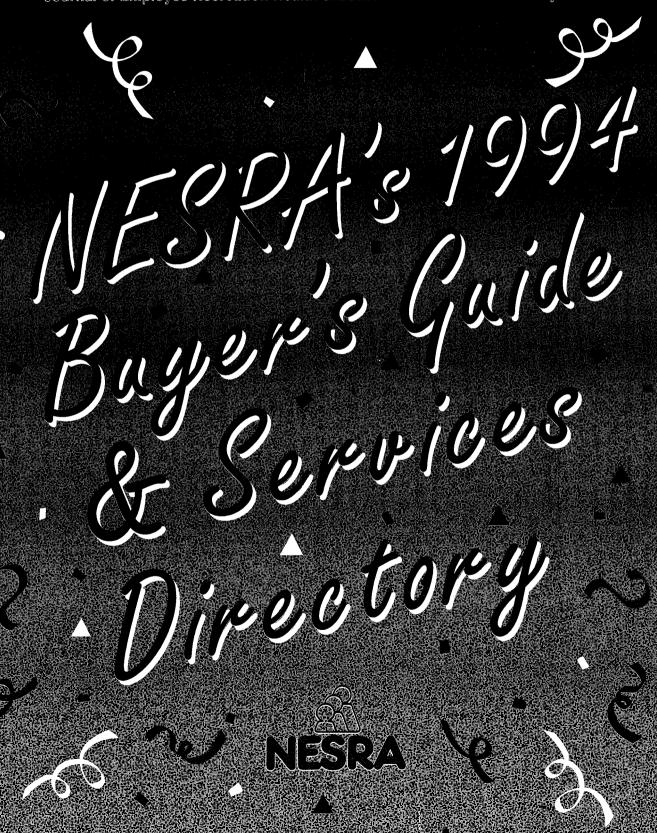
# Employee Services

# MANAGEMENT

Journal of Employee Recreation Health & Education December/January 1993-94



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# NESRA Offers You An Educational Opportunity

by Cynthia M. Helson NESRA Director of Communications



NESRA's

Annual Con-

ference &

**Exhibit gives** 

you a chance

to sharpen

your skills

and keep

abreast of

the latest

trends.

mployees continue to look to you for new programs, more services and new discounts. You're discovering that administering employee services and recreation programs means taking on more responsibility in expanding areas.

For these reasons and the ever-present need to stay marketable in the workplace, you need to stay abreast of the latest trends in your field, to sharpen your skills and to continue your education.

These are all solid reasons for you to plan now to attend NESRA's 53rd Annual Conference and Exhibit, May 4-8, 1994 at the Hyatt Regency Hill Country Resort in San Antonio, Texas.

The conference program (on page 22) includes a number of concurrent sessions addressing your daily concerns. You'll find sessions on surviving downsizing, dealing with special interest groups, managing work/family issues and innovative revenue generating ideas. Because attracting volunteers and negotiating catering is often part of your responsibility, you will have opportunities to learn new techniques in these areas as well.

We also recognize that the success of your programs hinges on communication between you and your employees. With this in mind, we've added sessions on creating powerful promotional materials, marketing and promoting to seniors, and surveying your employees' interests.

Those of you who would like to focus on running a NESRA Chapter, managing an employee store and implementing a fitness/health program can attend session tracks on these topics. The Chapter Track will offer sessions on how to market your chapter, leadership development, planning a one-day conference and much more. The employee store track will offer instructions on starting a catalog/mail order program, meeting ADA requirements, loss prevention and other topics to improve your store. The Fitness/

Health Track will help you rejuvenate your wellness program, design and equip a fitness center, operate a health fair and implement many other programs.

In addition to these sessions, three time slots have been established for workshops allowing you to network with your peers and informally discuss issues affecting you. There will be workshops by topic issues, such as retiree services, and work/family issues; there will be a workshop for those working in hospitals; those with facilities; and there will be a workshop session for all attendees based on their company size.

The Exhibit Hall will help you satisfy employees' interests in new programs. Exhibitors will fill the hall with new discounts, travel programs, employee store offerings and other programs. You'll receive loads of information to bring back to employees.

With all of this to offer plus hard-hitting general sessions, instruction on becoming a Certified Employee Services and Recreation Administrator (CESRA) or Recognized Volunteer Employee Services and Recreation Administrator (RVESRA), you can only benefit from this educational experience.

Make your plans now to attend NESRA's 53rd Annual Conference and Exhibit, May 4-8, 1994 at the Hyatt Regency Hill Country Resort in San Antonio, Texas.

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# **NEWS**

# IN BRIEF

# ▼ Parking Spaces for Bikes

A s companies in 10 polluted areas are required to reduce employee car trips, the demand for bike parking spaces increases, reports *The Wall Street Journal*.

One company has installed racks for a dozen bikes, plus showers and lockers at its headquarters. Another company has bike racks next to 24-hour security booths on the two levels of its garage in New York. One low-cost. small space solution is to install ceiling hooks as a New York company did on the 10th floor of its headquarters. Each bike space costs \$45 to install versus \$100 for a typical bike rack or \$500 for a bike locker.

#### ▼ Knowledge and Skills

In the next 10 years, the business world will be brand new and geographically free, says HR News!

Society for Human Resource Management. It won't matter who has the largest supply of natural resources because they can be purchased. And money will be available to qualified business people to

refinance a business venture anywhere. The opportunities for business will be unlimited.

To meet and beat global competition, U.S. businesses must have the brain power, the skilled workforce. As the U.S. phases out military research and development, it should phase in civilian research and development.

#### ▼ How Good Are They?

hile many company retirement plans offer employees a reasonable selection of decent investment alternatives, others don't, says *The Wall Street Journal*. In many cases, the plans offer investments that are poor performers, risky or illiquid and they may come with high sales costs and steep fees that cut into the amount employees can expect to earn over the years they spend with their employer.

Pension lawyers and benefits consultants estimate that as many as 75 percent of small-company plans aren't in compliance with Labor Department regulations and tax laws. Down the road, this could cause plans to lose their special tax status, making the money taxable at once.

Now, more and more employees are being covered by so-called defined contribution savings plans. These include 401(k) and profit-sharing plans for private employers, 457 plans for state and municipal employees, and 403(b) plans for teachers and nonprofit employees.

With these plans, employees, employers, or both, contribute money to the employee's retirement account. If the investments perform poorly, and high fees erode returns, it is the employee who will suffer the consequences.

## Camping Gear Helps in Disaster

The camping equipment sitting in the garage could be the key to a household disaster plan, says Stanford University. A variety of home service disruptions, ranging from power failures to earthquakes, can be eased with the same gear and supplies that the family uses at a campsite.

The gas stove that works so well in the mountains or by the lake will provide warm meals quickly in the event of a power failure. Be sure to use it outside the house in a well-ventilated area to avoid the possibility of carbon monoxide poisoning.

In the event of a major disaster, such as an earth-quake, a supply of freezedried food (check the expiration date for freshness) can serve as a supplement to the week or two of canned goods or other supplies that it is wise to keep in storage around the house.

Not part of the regular camping gear but a wise item to keep in the garage, is a plastic drum of fresh water in case regular supplies are depleted or plumbing breaks down.

The same first aid kit you throw into the car before leaving for a camping trip, should be stocked and ready for the home emergency as well. Lanterns and flashlights, along with a supply of matches kept with the camping gear can fight darkness after a power failure. Remember to store gas and kerosene in properly sealed containers which should be kept away from direct sunlight, electricity or extreme heat.

#### v Tax Harms Tourism in NY

The hospitality and tourism industry in New York state has been dealt a blow by two state actions, the imposition of a five-percent statewide occupancy tax on hotel rooms costing \$100 or more and a 75.5 percent reduction in the promotion appropriation for tourism advertising and marketing. According to the New York State Hospitality & Tourism Association:

- The five-percent statewide occupancy tax is reducing the amount of tax revenue that the hospitality industry generates for the state and local communities.
- Losses from the tax will increase in the years ahead.
- Tourism promotion funding cuts have made it more difficult for the industry to compete.
- The burden of the occupancy tax is carried by New Yorkers, not by out-of-state travelers.
- Other industries are harmed and jobs are lost throughout the state.
- The five-percent statewide occupancy tax makes the hospitality industry in New York state the highest taxed in the nation.

## **Health System** Reform

ealth promotion and I disease prevention activities delivered at the worksite may undergo a transformation following adoption of a reformed national health-care delivery system, with employers offering programs that focus more on improving productivity and enhancing the quality of work life and less on medical cost management, reports National Resource Center on Worksite Health Promotion.

However, health system reform is far from being the only source of change in

worksite health promotion: demographic shifts in the composition of the workforce, advances in knowledge of what works, and new technologies are also encouraging rapid innovation in health promotion and disease prevention at the worksite.

The primary driving force behind the spread of worksite programs has been healthcare cost management. The demographic changes taking place in the workforce call for a reexamination not only of health promotion programs but also of benefit structures and overall corporate culture.

As the vision of national health-care reform takes shape, programs and technologies that are effective in preventing disease and disability will be increasingly in demand.

## Interesting **Benefits**

oday the term "fringe benefit" can mean different things at different companies. It might mean all the ice cream you can eat or help paying your child's college tuition, reports USA Today. Some of the unusual benefits include: money towards college tuition for employees' children, an extra day's pay on your birthday and the anniversary of the day you joined the company, a savings bond for the birth of a baby, a school for employees' children in the company's warehouse, birthday cards offering free lunch for two or free movie tickets, savings bond after five years of service and fresh flowers and white tablecloths in the cafeteria.

## **Clouding Views of Parks**

ourists visiting many park areas in the U.S. find their view of natural wonders such as mountain peaks obscured by pollutionbased haze, says The Futurist. The average limit of visibility today is 60-100 miles in most of the western U.S., only half to two-thirds of what it would be without impairment by pollution. Visibility in most of the eastern U.S. is, on average, 20 miles.

Steps to reduce the haze now engulfing national parks and other wilderness areas in the United States tend to aim solely at individual polluters. Current efforts to clear the haze could be augmented by a more widespread approach that takes many simultaneous emissions sources into account.

Controlling haze and improving visibility in affected areas could also help combat related air-pollution problems.

## Managing Meals

t is possible to eat in a healthful and time-efficient way even with work. family and other demands, reports Nation's Business. The first step is planning. Before you go food shopping, use a list. On a calendar note the obligations you have during the upcoming week: tickets to a concert on Tuesday; exercise class on Monday and

Wednesday; business lunches and dinners: weekend activities.

This first step shows you when you won't be eating dinner at home, days you won't need to pack a lunch, and evenings when you'll be getting home late and need something quick and easy to eat.

Next, plan your menu. Go through your calendar and write on it what you want to eat, for breakfast, lunch and dinner. As you do this, make your food shopping list.

Also include some healthful snacks on your shopping list, like pretzels, low-fat microwave popcorn, the new baked (not fried) corn chips, graham crackers, fat-free cookies, and frozen low-fat vogurt.

When you are writing in your calendar, it's a good idea to pencil your menus in. To take your menu planning a step further, you may want to keep an inventory of things you put in the freezer. Keeping a running inventory, with the date each item was purchased, will help with menu planning and save you money.

When you are at the food market, it's a good idea to stick with your food shopping list.

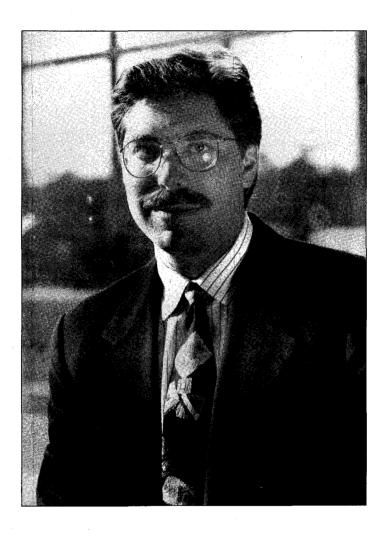
## Here's Some **Good News**

espite a weak economy, in the past year, almost all facility managers surveyed by the Int'l. Facility Management Association say they bought computers for their companies and 75 percent purchased ergonomic seating.

# **NESRA's 1994 President**

# Joe Hauglie, CESRA

#### **Plans to Focus on Your Needs**



ESM interviews NESRA's 1994 President Joe Hauglie, CESRA, on his commitment to NESRA, his views on the future of Employee Services and Recreation and his personal challenges in a changing work environment.

# ESM: What are your NESRA presidential goals?

Hauglie: My first goal is to focus on organizational members, associate members and chapters as customers; solicit what they want from an association and lead with the NESRA Board of Directors, staff and national committees to provide it.

My second goal is to follow through on 1994 objectives as established by NESRA's three-year Strategic Long Range Plan. A few months ago I participated in the strategic long range planning process chaired by NESRA Past President Randy Schools. The participants of the meeting were "strategically" selected for their experience, leadership and visionary talents. The results were great! The two day meetings were high energy with focus on NESRA's Needs Assessment Survey results. The 25 objectives slated for 1994 are aggressive but achievable.

My third goal is to strive to continue the tradition of effective leadership of my predecessors. In particular, I will try to continue Immediate Past President Dave Baker's goals of improving communication and cooperation with our chapters.

# ESM: What ingredients are needed to put together a winning combination for NESRA?

Hauglie: Members who are passionately committed to the field of ES&R and willing to get involved. Leaders and NESRA staff who understand customer service and quality, and value diversity. And Associates who know how to sell to members by promoting NESRA's mission of enhancing employee quality of life.

# ESM: What characteristics can be found in a good leader?

*Hauglie:* A good listener, the ability to draw on strengths of others and vision to make good decisions for the future.

My first goal is to focus on organizational members, associate members and chapters as customers; solicit what they want from an association and lead with the NESRA Board of Directors, staff and national committees to provide it.

# ESM: What's the best way to build relationships with your peers, ie., the Board?

Hauglie: What's interesting about our field is we come from so many different backgrounds. We didn't all graduate with a degree in recreation. We're not all full-time professionals in the field. There are multi-hatters, part-timers and volunteers in our field. We all work for different size companies and our companies' viewpoints on ES&R vary.

I believe the best way to build relationships with our peers is to value these differences and learn as much as we can about each other.

# ESM: In what ways has the NESRA network helped you in your job?

Hauglie: When I first joined NESRA in 1979 the peer network helped me learn about the ES&R field in general. NESRA's Minnesota chapter was a gold mine to help me get started on the right foot in our field. Later, I began utilizing the network by looking for best practices and implementing similar programs at our company. This, combined with our own staff's innovation and talent led us to win NESRA's Eastwood Award for most outstanding overall program. This in turn gave us much internal recognition by our management and employees. Our department would not have achieved our current level of providing ES&R programs were it not for NESRA networking.

ESM: You've attended many national and regional conferences. What does an experienced member like yourself gain from these conferences? On the other hand, what can a novice expect to learn?

Hauglie: There is no single better opportunity for education in the field of ES&R than the annual national conference and exhibit. If your vocation or avocation is ES&R, and you have a desire to continuously improve, your best sources of information are national and regional conferences.

As an experienced conference attendee I am looking for new ideas and trends. Listening to speakers and networking with my peers always results in I believe we need to improve the image of ES&R through continued research and customer satisfaction results to show the benefits of ES&R. I think "Enhancing employees quality of life" is a great mission for NESRA. We as an association and individuals need to make this a reality and common knowledge.

new programming ideas to bring back to my company. The novice attendee can expect the same and more. Novices become exposed to a whole new world of NESRA discounts through Associate Members, meet new peers to network with and can attend educational sessions directly related to their work responsibilities.

ESM: Everyone has less time to do more. How do we motivate others to strive for leadership positions in NESRA? What's the best way to develop leaders?

Hauglie: The rewards outweigh the time commitment. If an ES&R manager truly wants to succeed in the field, there is no better way than getting involved in your local chapter and NESRA. Taking a leadership position provides the networking, education and experience one needs to succeed. We need to provide leadership opportunities and promote the benefits of being involved.

ESM: How can ES&R managers solidify their department's position within their company?

*Hauglie:* By tying into the company's mission, providing quality programs,

listening to your customers and being cost effective.

ESM: What do you perceive is ES&R's "niche" in an organization? Part of human resources? Community relations! PR? Its own entity?

Hauglie: This is a tough one to pinpoint. As we know from our peers, ES&R programs work out of many different organizations. I don't think there is an "appropriate niche," it depends on the company's culture, values and who the ES&R champions are. The key is to find the organization with the best support for ES&R programs and grab a foothold there.

ESM: What perception do you think corporations have concerning employee services and recreation? Does this image need to be changed? If so, in what way?

Hauglie: Some corporations believe strongly that ES&R programs add value, some think it's "fluff," some want to see hard research data showing the benefits of ES&R. I believe we need to improve the image of ES&R through continued research and customer satisfaction results to show the benefits of

ES&R. I think "Enhancing employees quality of life" is a great mission for NESRA. We as an association and individuals need to make this a reality and common knowledge.

ESM: What are your responsibilities at Ceridian?

Hauglie: I serve as the manager of Employee Services Network and President of the Ceridian Employees' Recreation Foundation, Inc. My responsibilities lie in these areas: health promotion, work and family resources, employee store, retiree services, recreation clubs, service awards, credit union, auto and homeowner's insurance and an employee recreation park. Fortunately, I have a great team to deliver these services to our more than 7,000 employees nationwide.

ESM: What do you see different in ES&R from when you started in the field?

Hauglie: Prior to the 70s, ES&R programs mainly focused on sporting activities such as bowling and softball. In the 70s, more companies began offering ES&R programs and expanded them to include additional sporting activities,



social events and emphasized fitness. In the 80s, U.S. companies flourished and had money to spend. ES&R boomed and included numerous programs which were simply "nice" for employees.

In the 90s, what is "nice" for employees doesn't cut it anymore. Now, programs need to tie to the bottom line. More and more emphasis is being placed on showing how ES&R programs affect productivity, turnover, health care costs, recruiting, etc. Employees are also requesting changes in ES&R programs. They demand quality and want programs that emphasize saving time and money. They also want ES&R programs to include family participation.

ESM: Explain how your work environment has changed over the past three years and how this created an opportunity for your employee services department.

Hauglie: In the past several years our company has gone from nearly 60,000 employees down to 7,000 employees, corporate staff from 3,000 employees to 150. Sound familiar? Our department is part of corporate staff. This presents a tremendous challenge to keep our programs going and to keep our jobs.

We needed to convince management of the value of our services. If we couldn't do this, either our programs didn't have value or we weren't good sales people. Then perhaps we didn't deserve to be here anyway. This presented an opportunity to firmly entrench ES&R programs into the culture and value of the smaller company, or begin looking for a job elsewhere.

ESM: What challenges were you faced with and how did you overcome them?

Hauglie: The biggest challenge to us was the restructuring of our company to become decentralized as a result of the downsizing. The company's various "business units" now had ownership of their own bottom line and thus were given strategic decision making authority.

Seeing the business units now as customers, we took it upon ourselves to go out to their human resource executives and thoroughly explain what the Employee Services Network does and ask what are their needs. We then designed our ES&R programs based on their needs and literally "sold" our services to them.

The results were extremely positive. All business units signed contracts for the services of their choice. We then redistributed responsibilities of ES&R staff based on what the business units purchased.

ESM: What is the new role of your Employee Services Network department?

Hauglie: Our role is to help each business unit be financially successful. We add value to their human resources department by consulting on and administering ES&R programs that help give the business unit a competitive advantage.

ESM: What type of relationship do you have with other departments?

Hauglie: One of our goals for 1993 was to establish partner relationships with other key departments. We wanted to eliminate duplication, build on each other's strengths and work together as partners to provide higher quality services to employees. We chose to develop partnerships with these departments: benefits, public relations, diversity, human resources, our employee advisory





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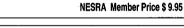


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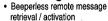
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 Auto return, center and underscore MSR \$ 239.99 **NESRA Member Price \$ 119.95**  program, and the business units. While still developing these relationships we have already had some positive joint projects. Through these partnerships we developed a Work & Family Brochure outlining all of our company's family friendly policies and services.

This experience has opened up other opportunities for our department. We have now been approached by these departments to do more joint ventures.

ESM: As the cliche states "Hindsight is 20/20," what are some important things you have learned?

Hauglie: I have learned if you are in the ES&R field to never feel too secure in vour job. Our field has traditionally been dependent on our businesses' success, the national economy and now world economy. No matter how good a job we do, these are things out of our control. Our field allows us to get involved in a variety of areas. We need to take advantage of as many different responsibilities as time will allow. This will give us a wider background of experience making us more valuable to our company and marketable on the outside.

ESM: Employee services and recreation programs have been receiving positive attention from the media lately. What do you expect to transpire in the next 12 months?

**Hauglie:** It is my hope that more and more companies will see the link between quality of work and quality of employees' lives. As this connection is made I believe the importance of ES&R programs will grow and receive the media attention it deserves. Will this happen in the next 12 months? We all need to have our dreams.

I would like to wish everyone a successful year in 1994 and hope your roles in ES&R are rewarding to both you and your employees.

# When you participate in NESRA you're part of a larger effort

An effort that is one of the largest and most powerful forces in the United States today.

Last year, associations contributed an estimated \$48 billion to the American economy and employed an estimated 500,000 full-time workers — about the same number of people as the airline industry.

Associations like ours provide social and economic benefits that touch each of us every day. Think about it. If it weren't for associations, other institutions would be shouldering many added burdens. Who would be responsible for creating performance standards? Safety standards? Professional ethics? Providing top-notch education? Organizing volunteers? All of these efforts protect consumers and help Americans everywhere.

The work of associations is woven throughout the fabric of American society, and the public has come to depend on the benefits that associations provide.





If you would like more information on how associations advance America, please call Tom Gorski, ASAE, 202-626-2704.

# A Customer's Smile Marks A Seal of Approval



You can see more of these stamps of approval throughout your ES&R program—whether in your activity center, fitness center or employee store—by striving for customer delight.

by Ronda Hontz

smile is like the seal of approval; the unspoken statement of satisfaction. Answers to questions such as: Did they know me? Did I get what I expected? Will I return? Was the product good? Was I satisfied? can be found in a smile.

Customer satisfaction is a true measure of success. Customer satisfaction is a major factor in every business transaction. A few years ago, my manager introduced me to the idea that customer satisfaction was acceptable, but customer delight should actually be the goal. Customer delight is now the measuring tool I use to determine success. By providing internal customers with what you would give yourself, delighting a customer should not be too difficult.

#### **Identification of a Customer**

Identifying a customer can be difficult. Your customer base can change and expand daily. Customers include anyone who is impacted by what you do. This definition includes not only the people you deal with from other areas, your external customers, but also those assigned to your work group, your internal customers. Other internal customers at some locations can include retirees, human resources managers, health benefits departments, training organizations and specific group managers. When a set of circumstances or a situation requires input from someone else to be completed, a customer is created.

In employee services and recreation, the majority of our customers are external. These are the people who use our services and take advantage of our expertise and our products. They remember the very good and the very bad service we provide. Customer expectations are the basis of their satisfaction or disappointment. It is our responsibility, as the providers of a service, to tell customers what to expect. Make parameters known to the customer. Let people know your limits as well as their limits. Don't encourage customers to believe that they can expect more than you are capable of supplying.

Advise a customer of his/her needs. Absolutely. Case in point: A pair of jeans that actually fit me, which are quite rare and valuable, needed to be repaired. The zipper was not working properly. The tailor told me that to repair the zipper would be \$6. Was I delighted! I was so excited I brought the jeans back that

very day. He said it was \$10 for a new zipper. I told him that he had just quoted me \$6. What I had asked for was a zipper repair—\$6. What I actually needed was a zipper replacement—\$10. The tailor proceeded to explain that repair was not what I needed. What I needed was a replacement. Can it be the job of the supplier to advise a customer what s/he needs? Yes. I understood what he was telling me and changed my needs. The zipper was replaced and I can now wear my prized jeans. Am I satisfied? Delighted!

#### From Satisfaction to Delight

Achieving customer satisfaction hinges on the use of constants. Physical facilities determine the levels of services a group can provide. Groups with larger facilities should present a wider range of programs and products than those groups with limited areas. Customers must be lead to understand physical facilities direct the kinds of services a group provides. The way things appear dictates how the customer feels and reacts. Surroundings set the mood for reactions. If a customer is physically uncomfortable, that customer will not give his maximum performance. In turn, the customer may feel the facility does not offer what s/he wants.

Safety, followed by safety, followed by more safety is a paramount customer concern. The environment can affect the customer both physically and mentally. Whether your facility is simple or elegant is irrelevant as long as it is safe. Cleanliness is a distinct part of the safety issue. When a facility is safe, well lighted, temperature controlled and well maintained, the atmosphere remains pleasant. A pleasant atmosphere is conducive to results. Results lead to customer delight.

A vital part of any facility is the people who work there. All facilities should be complemented by an exceptional staff. Good staff can overcome deficiencies. Satisfaction is the positive result of this combination. Enthusiastic staff can create an image for the customer. A customer will try harder when staff tries harder. With professional performance, a customer can accept business standards for the organization, not just the individual.

Customer satisfaction is directly related to quality performance. Quality performance may be as simple as the system used in dealing with the daily routine. Staff who are properly trained—have the right tools and instruction they need to execute their job—will demonstrate qual-

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ity performance. "It's not my job" will not be in their language. Teamwork is as vital among staff as it is between staff and customer.

Flexibility, the willingness to change to meet the needs of a customer, can develop satisfaction. Ongoing improvement of processes is a positive demonstration of flexibility.



Efficiency can influence the customer's opinion.
Things done quickly and correctly can change attitudes. Mistakes will be made despite the caution used. Admitting the error and promptly exchanging the product, fixing the equipment or returning the phone call can immediately switch the outcome.

An example of a solution determining an outcome of an event occurred when a small group of soccer players went to dinner. Because it was a popular restaurant, we knew we would have to wait but we had all agreed to wait before we left. We were seated, ordered, and ultimately the dinners were delivered—except Jean's. She asked the waiter about her order. The order was just overlooked. Were we satisfied? Yes. Was Jean satisfied? No.

After this additional wait, the group was almost finished and Jean received her meal. At Jean's embarrassment, we all waited for her to finish. The restaurant never offered to provide something to those of us who waited, maybe desserts, or give a percentage discount for the error, or better yet, give Jean her meal complimentary nor did the restaurant acknowledge their actions that had affected us all. This increased our dissatisfaction. Were any of us satisfied? No. Will we ever go back there? Probably not.

Could they have kept us as customers even though they made an error? Of course. What happened here is the lack of satisfaction moving from an individual into an entire group due to the handling of a simple error. What could they have done? It was just a mistake that, with a small effort, could have been converted to six delighted customers.

Scheduling accurately for dependable starts and finishes displays how important someone is as a customer. The last time I phoned a company and got the recorded message asking me to call after 9 a.m. and it was 9:30 a.m. was the last time I phoned them. Was that call important to the business? Obviously not.

#### **Measuring Customer Needs**

The president of a small business provided me with the easiest measure of customer satisfaction I have ever heard. He said, "I don't want customers, they are just one timers. I want clients. They need repeated service. If I can change a customer into a client, I know they are satisfied!"

There are degrees of satisfaction. I don't expect to be euphoric every time I'm a customer to prove I'm satisfied. I just want to come away from whatever I have bought, eaten, or used, feeling happy. Basically, I want to become a client with not much effort on my part.

Everyone has customers. Identify them, satisfy them and you will turn them into clients. How often do you ask them if they are satisfied with your product or service? Without asking customers what they expect, how can we determine their needs?

Every person or group has different needs. Determining what these needs are is the key to satisfying them. People enjoy telling how they can be better served, just try it.

Questionnaires can be a great help in determin-

ing the expectations of any group. An important consideration to remember is when working with a questionnaire, allow a recognized authority to be seen supporting the action. The process can falter if a person who is not affected by the results is conducting the survey. An unknown person can be perceived as an outsider who does not know what the customers have been given and who will not respond to their needs.

One advantage of a questionnaire is it is easy to administer. Putting questionnaires in the hands of customers can be as simple as having a constant supply at the facility or mailing them. A second advantage of questionnaires is it's easy to tap both a large or a small audience. The size of the audience can be chosen, expanded or decreased with little effort.

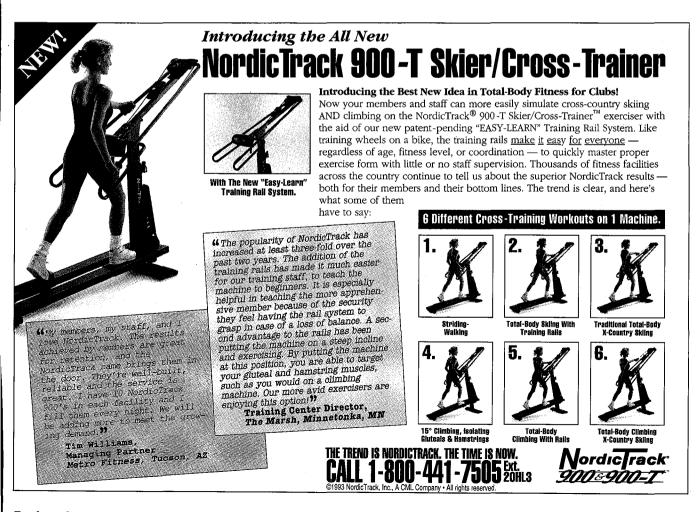
A third advantage to questionnaires is responses can be quantified. Numbers are always a deciding factor in both the type of service needed or the money to invest in a service. Answers from questionnaires can be a base for these types of responses.

Not all questionnaires achieve the intended results. Questionnaires can have questions that are misunderstood making the answers skewed in the wrong direction. Also, results from questionnaires can be "cold." What is popular today may change before a response is in place.

The following are tips to creating an effective questionnaire. First only ask questions in areas you would consider changing. The time and effort involved in an effective survey can be spent more wisely than collecting data that you do not intend to use.

Second, thoroughly test the questionnaire. Make sure it is simple, short and understandable. If the customers cannot understand the questions or if the questions are too detailed, it is not to their benefit to complete it. Finally, present the results. Let the customers know what they have asked for and how it will be answered. Results should also be presented to a focus group for their input and assistance.

Using all these processes, a questionnaire can be a benefit to the provider as well as the custom-



er. Questions and concerns can either be answered or eliminated according to the needs of the group.

Interviews are another great process to achieve customer satisfaction. Interviews are relation-building actions. This is important to repeat customers as well as new arrivals. More in-depth information can be obtained with this process. Specific questions can be presented to some individuals while other questions can be presented to others. This action

will encourage others to voluntarily submit suggestions because they have seen the process at work.

Tell the customer what you intend to do before you do it. Give them a chance to respond as well as provide yourself the chance to explain the action. An organization is judged by what they finish not what they start. With actions based on customer responses, these are considered finished products.

Keep checking with your customers. Questionnaires and interviews are terrific, but needs change, customers change, expectations change and so you must be ready to adapt. Make these ongoing actions of your customer-based organization. Let customers choose to become clients. Repeated service is a pleasure for both the client and the provider.

#### Conclusion

Customer satisfaction is not something that creeps up on you when you least expect it. Satisfaction is an exchange of good information, effective performance and the willingness to adjust. A customer is someone you encounter briefly but a satisfied customer transforms into a client and returns. Remember to ask the customer what his/her needs are because you are expected to meet or even exceed them.

A smile is a silent approval for good service. If you accept the challenge of customer delight, you will be seeing these stamps of approval more often.

Ronda Hontz is the Texins Recreation & Services Administrator for Texas Instruments and is currently president of the NESRA of North Texas Chapter.



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underwater wonders at Sea World. Conquering the legendary rides of Busch Gardens Williamsburg.

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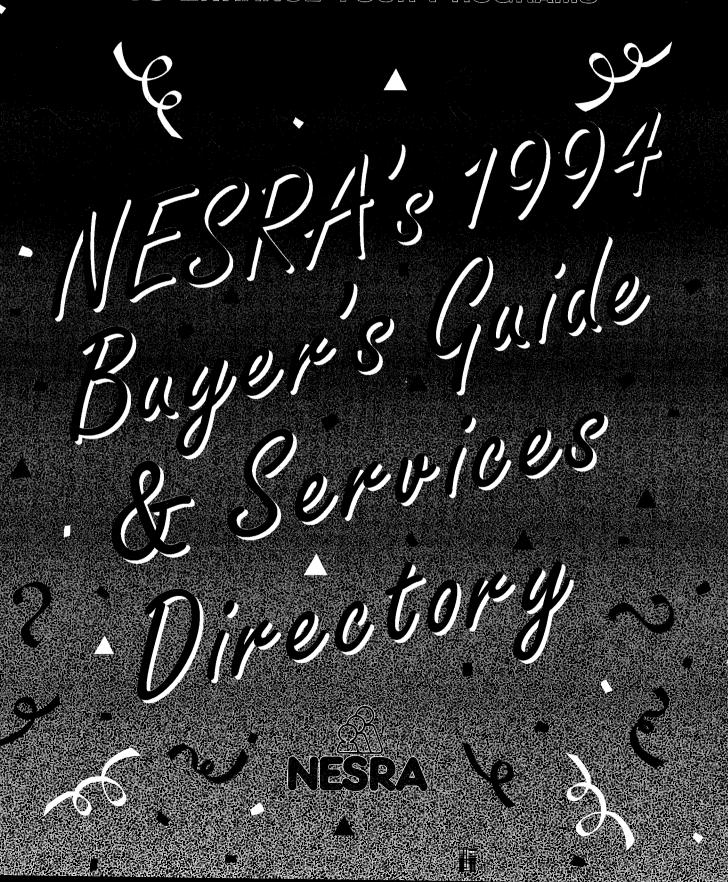
NESRA members get 15% discount on admission to all ten parks. Shamu Club cardholders get 20% off at Sea World of California. For free corporate discount membership application or more information, write:

Busch Entertainment Corporation Discount Program, Marketing Dept., One Busch Gardens Boulevard, Williamsburg, VA 23187-8785.

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# A CO LEC 'ION OF PRODUCTS AND SERVICES TO ENHANCE YOUR PROGRAMS



# Using Your Buyer's Guide and Services Directory

This *Buyer's Guide and Services Directory* is a tool to help you begin, improve or expand your employee services and recreation program, including your employee store. It is an annual listing of NESRA National Associate Members printed in **BOLD** along with listings of NESRA local Associate Members and other suppliers who purchased space in the directory.

With the *Buyer's Guide*, you can offer your employees an array of items/services from discount tickets for amusement parks to discounts on hotel stays, jewelry, sportswear and more. The directory can assist you in locating facilities, supplies and consultants to help you implement effective ES&R programs and/or stock and operate your employee store.

Read through the *Buyer's Guide* to see what is available to you and your employees, then call the contact listed to receive more information about his/her product/services. In some cases, a NESRA identification number may be issued by the associate member to your organization.

To further serve as a quick reference, the directory is broken down into 11 categories with page numbers preceding each category.

Page	Category	Page	Category
В 3	Awards/Recognition Gifts	B18	Specialty/Professional
B 4	Family Entertainment/	1	Services
	Attractions	B19	Sporting Goods
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B14	Merchandise	<b>B2</b> 1	Travel: Information/Agencies
B17	Photofinishing		

Keep this issue of *Employee Services Management* magazine throughout the year and use it as a resource when offering discounts, planning employee activities and ordering employee store merchandise. Share these discounts with your organization's employees.

As NESRA gains more National Associate Members, their products and services will be printed in every issue of *Employee Services Management* magazine in the "Buyer's Guide Update" department. Collect the "Buyer's Guide Update" pages and file them with this issue for easy reference throughout the year.

The Associate Members have joined to serve you. Use their products and services as often as possible, and "Tell them you found them in NESRA's Buyer's Guide."

Note: The Buyer's Guide and Services Directory contains listings as of November 1, 1993. Listings and offerings may change throughout the year.

# Awards/ Recognition Gifts

#### **Amateur Athletic Union** (Presidential Sports Award)

P.O. Box 68207 Indianapolis, IN 46268 (317) 872-2900 Contact: Tom Leix

Jean Ann Ruppel

The President's Council on Physical Fitness and Sports challenges your employees to earn its Presidential Sports Award. The program motivates individuals to participate in fitness-oriented activities on a consistent, long-term basis. The award can be earned in 58 different categories and anyone age 10 or older is eligible to participate.

#### Awards by Kaydan

221 Depot St. Antioch, IL 60002-1508 (708) 395-2900 Contact: Kathy Dreyer

Bennett Brothers, Inc. Corporate Gift Division 30 E. Adams St. Chicago, IL 60603-5676 (312) 621-1619 (312) 621-1630 Contact: Judy Paoli

Bennett Brothers, Inc. offers Choose-Your-Gift, which features selective gift cards offering 40 items in each of 13 price levels ranging from \$16 to \$1,000. Give your employees a choice of 40 attractive gifts. Ideal for service awards and incentives.

Chicago Custom Engraving, Inc. 370 Bennett Rd. Elk Grove Village, IL 60009 (708) 593-1188 Contact: Ralph Liberatore

Chicago Custom Engraving offers deepengraved glassware, lead crystal and ceramic coffee cups.

#### D.M. Merchandising

1479 Merchandise Mart Chicago, IL 60654 (312) 527-1363 Contact: Norm Yellin

Outstanding values and variety of high quality, gift boxed, fun fashion jewelrybracelets, necklaces, earrings, rings, pins, watches—custom cloissonne pins and watches—unique concept in one price assortment.

#### **Market Identity**

P.O. Box 10540 Canoga Park, CA 91309 (800) 927-8070 (818) 700-8262 Contact: Glenn Gilman

Market Identity offers a variety of differentsized stuffed animals, personalized with your company name, logo or your special message. Low prices, top quality, and low minimums are offered. Ideal for company stores, employee Christmas gifts, company picnics, sales awards and great promotional items. Send for catalog.

#### **Oneida Silversmiths**

Kenwood Station Oneida, NY 13421 (315) 361-3211 Contact: Bill Hicks

Oneida Silversmiths offers silver-plated holloware, stainless steel flatware, sterling flatware, silver-plated flatware, crystal and cutlery to NESRA members at discounts of up to 60 percent.

#### **Pulsar Time**

1111 MacArthur Blvd. Mahwah, NJ 07430 (201) 529-7913

Contact: Bernard Dwortzan

Pulsar Time offers Pulsar fine quality quartz watches for men and women. Available with customized dials showing corporate logo.

#### Sayings for You, Inc.

407 Broad Ave. Palisades Park, NJ 07650 (201) 592-0676 (201) 592-0549 FAX Contact: Alan L. Wendorf

Sayings For You, Inc. will imprint anything on wearables, pens, key chains, mugs, plastic bags, buttons, vinyl, leather, etc. We will put your company logo or message on any item. Our service and quality is of the highest standard. NESRA members get special prices.

#### Seiko Time

1111 MacArthur Blvd. Mahwah, NJ 07430 (800) 545-2783 Contact: Spencer Toomey

Seiko Time, the 9th most recognized brand name in the world, has excellent quality watches and clocks. Watches range from the basics to high-tech fashion. Clocks include travel, desk/table. mantel and wall models. Lassale is the high fashion brand.

#### Time Products, Int'l.

152 Messner Dr. Wheeling, IL 60090 (708) 459-8885 Contact: Edward Gusfield

Time Products Int'l. is a major electronic importer and manufacturer of innovative electronics, clocks, calculators, watches, radios and sport clocks. They custom make small electronic premiums and gifts along with serving the promotional, premium, trophy and mail-order trades.

#### Zippo Manufacturing Co.

33 Barbour St. Bradford, PA 16701 (814) 368-2700 Contact: William Galey

Zippo Manufacturing Co. is a manufacturer of quality gifts which can be customized with corporate logos. Great for employee recognition, service awards and safety awards. Product selection includes knives, tape measures, key holders, writing instruments, etc. Made in USA. Lifetime guarantee.

# Family Entertainment/ Attractions

#### **AMC Theatres**

Mainstreet Plaza 1000 Suite 503 Voorhees, NJ 08043 (609) 751-6300 Contact: Paul McHendry

Join the AMC Corporate Movie Club. Experience "The AMC Difference" at a greatly reduced cost, only \$3.50 per ticket. Minimum 50 tickets. Membership is free.

#### **American Family Entertainment**

1429 Walnut St. Philadelphia, PA 19102 (215) 563-3501 Contact: Adrienne Crane

American Family Entertainment is the nation's oldest and largest producer of affordable full-scale musical productions, industrials, new product launches, corporate and convention entertainment, Broadway productions, Broadway for kids, etc.

#### AMF Bowling Centers, Inc.

7275 Glen Forest Dr. Richmond, VA 23226 (804) 282-6800 Contact: Robert Rouse

AMF Bowling Centers offer free group bowling parties and special discount prices exclusively for NESRA members and their families in bowling centers across the country.

#### American Poolplayers Assoc., Inc.

1000 Lake St. Louis Blvd. Suite 325 Lake St. Louis, MO 63367 (314) 625-8611 Contact: Renee' Lyle Poehlman

The American Poolplayers Association governs the world's largest pool league with over 120,000 members nationwide and offers an exciting concept in amateur team competition utilizing a unique handicapping system.

#### **Anheuser-Busch Theme Parks**

One Busch Place Bldg. 202-8 St. Louis, MO 63118 (412) 276-6620

Contact: Susan Roberts Donna Diebold

The Anheuser-Busch Theme Parks offer discounts at the Sea World parks in Orlando, FL, San Diego, CA, Aurora, OH and San Antonio, TX; Busch Gardens in Tampa, FL and Williamsburg, VA; Sesame Place near Philadelphia; our water parks, Adventure Island in Tampa and Water Country USA in Williamsburg, and Cypress Gardens in Winter Haven, FL.

#### **Brunswick Recreation Centers**

520 Lake Cook Rd. Suite 400 Deerfield, IL 60015 (708) 317-7300

Contact: Susan Schory-Jones

Brunswick, the largest chain operator of family bowling and recreation centers in North America, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis.

#### Biltmore Estate

One N. Pack Sq. Asheville, NC 28801 (704) 255-1776 Contact: Susan Dale

Discover George Vanderbilt's 250-room French Chateau, the English Gardens and our Winery in the enchanting mountains of Western North Carolina. Special rates are available to NESRA member companies. Open seven days a week, year round (closed Thanksgiving Day, Christmas Day and New Year's Day).

#### **Enchanted Parties**

711-5 Koehler Ave. Ronkonkoma, NY 11779 (516) 467-6628 Contact: Martin Greenstein

Enchanted Parties offers special event planning and design planning, free design and strategy, full-service catering from picnics to banquets, full-service entertainment and activities programs, music, magic, olympics, carnival, and casino nights. Call for special program discounts for members.

Escape Artist Tours 150 Tiller Ct. Half Moon Bay, CA 94019 (800) 728-1384 (415) 726-7626 Contact: Dona Thornwall

Escape Artist Tours specializes in San Francisco Bay Area adventure. We offer 49er football tickets, pirate ships, fighter planes, educational tours, romantic getaways, haunted bed & breakfast, boat & breakfast, city slicker adventures, hot air balloon rides, gold panning and river rafting. Identify yourself as a NESRA member.

Fiesta Texas P.O. Box 690290 San Antonio, TX 78269-0290 (210) 697-5447 Contact: Roxanne Mery-Kearns

Fiesta Texas in San Antonio has something for everyone—live musical productions; rides that chill, spill and thrill; a special fairytale playland for children; plus, a complete waterpark with slides and chutes. Every night ends with a laser, fireworks and musical extravaganza you'll not want to miss. Plan now to visit Fiesta Texas where the spirit of Texas comes alive in music, adventure and family fun! Call for special NESRA discounts.

# Florida Leisure d/b/a Silversprings, Weeki Wachee Spring

6131 Commercial Way Spring Hill, FL 34606 (800) 678-9335 Contact: Sandra Kratzer

Silver Springs and Weeki Wachee Spring are natural family entertainment parks. Wild Waters and Buccaneer Bay are seasonal waterparks. Contact Sandra Kratzer at (800) 678-9335 for information on free employee discount cards, discounted group rates and picnics.

#### **Fun Services**

3815 S. Ashland Ave. Chicago, IL 60609 (800) 926-1223 (312) 847-2600 Contact: Jay Hoult

Fun Services has been helping companies organize their picnics and special events for over 25 years. We provide games, prizes, booths, entertainment, funathalons, and programs tailored to both children and adults. We offer a wide variety of premiums, imprinted items and fund-raising programs. Fun Services has offices in most major U.S. cities, there's an office near you. Just call (800) 926-1223 to contact your local representative.

Group Discount Attractions Corp. 64 Division Ave.
Levittown, NY 11756 (800) 735-4432
Contact: Carole Fishman

Want to see the best in Broadway Theatre? Call Group Discount, NESRA members for 8 years, for groups of 20 or more. You can't come to New York without seeing the hottest shows on Broadway!

#### **Loews Theatres**

31 St. James Ave., Suite 1044 Boston, MA 02116 (617) 695-9711 Contact: Deborah Soprano

Receive over 30 percent off the regular movie theatre box office price! Loews Passport Tickets must be purchased through your designated company representative. Passport Tickets are valid any day of the week. Passport Tickets are not valid the first two weeks that a picture opens or when contractual obligations exist.

#### Medieval Times Dinner and Tournament

7662 Beach Blvd. Buena Park, CA 90620 (714) 634-0213 Contact: Jim Lennartson

Medieval Times exclusive KnightClub Card now offers a savings of 15 percent off regular adult or child admission any day but Saturday. Valid at all locations including California, Chicago, Dallas, Florida, New Jersey and Ontario Canada. Come to Medieval Times and have the time of your life. Join royalty in a feast for your eyes, your ears, your appetite and your sense of adventure!

#### Mountain River Tours, Inc.

Sunday Rd., P.O. Box 88 Hico, WV 25854 (800) 822-1386 Contact: Michael Gray

Mountain River Tours offers "mild" to "wild" whitewater rafting trips on the New and Gauley Rivers in West Virginia. "Samplers," "express," "full day" and "overnight" rafting trips offered. Packages include horseback riding, mountain biking, meals and accommodations. Call (800) 822-1386 for more information on an employee discount program.

#### **New York Yankees**

Yankee Stadium Bronx, NY 10451-2194 (212) 293-4300 (212) 293-6013 Contact: Deborah Tymon

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Guided tours available Monday through Friday 10 a.m. - 4 p.m. by appointment year-round (non-game days only). Minimum groups of

12 people. Adults \$6, Children \$3, Students \$2, Senior Citizens \$1.

Oasis Water Resort 1500 Gene Autry Trail Palm Springs, CA 92264-9950 (619) 327-0499

Contact: Elayne Tunnell

Oasis Water Resort is a 21-acre water playground in Palm Springs with nine waterslides, a wave pool and a lazy river inner tube ride. Open daily at 11 a.m. from mid-March to Labor Day and on weekends through October. NESRA members can request \$2 off adult admission coupons to be mailed to them. Bulk ticket sales at discounted rates available.

#### Opryland, USA

2802 Opryland Dr. Nashville, TN 37214 (615) 871-6645 Contact: Jenny Clough

Opryland USA explodes with activity in '94 as we present "Nashville On Stage," a concert series with 150 days of performances by some of the hottest acts in country music. Add a renovated Ryman Auditorium and a dance club in downtown Nashville to an already stellar line-up of attractions including Opryland Themepark, the General Jackson Showboat, and the Grand Ole Opry and you've got an entertainment resort with fun for the family!

#### **Orlando Entertains**

5401 Kirkman Rd., Suite 200 Orlando, FL 32819 (800) 883-8282 (407) 363-3500 Contact: Erin Lannon

Orlando Entertains owns and operates three unique themed dinner attractions: Mardi Gras, Wild Bill's and King Henry's Feast. Each offers two hours of nonstop entertainment, comedy, guest participation, four-course meal, and unlimited beverages. NESRA members get \$5 off.

#### Paramount's Kings Island

c/o Group Sales 6300 Kings Island Dr., P.O. Box 901 Kings Island, OH 45034-0901 (800) 288-0808 (513) 573-5700 Contact: Bill Lane

Paramount's Kings Island is where the magic of the movies meets the thrills of a lifetime. A 350-acre facility, the park features rides, shows, shops, waterpark, wildlife preserve, new "Days of Thunder" ride simulator and The Beast, the world's longest wooden roller coaster. Open weekends only from April 9 to May 22; daily from May 27 to September 5; and thereafter, open select weekends through October 30. Admission discounts are available to NESRA companies through a variety of ticket programs.

#### **RSG Publishing Inc.**

P.O. Box 700612 Plymouth, MI 48170-0612 (800) 223-5877 (313) 416-5300 (313) 416-5389 FAX Contact: Eric Rasmussen

RSG Publishing Inc. is a publisher and distributor of *Michigan and Ohio Golfers Map & Guide* and *Powers North Eastern States* area golf guides. Complete · directories of public golf courses with twofor-one green fee discount coupons. NESRA members receive 40 percent discount off cover price.

#### San Diego Zoo San Diego Wild Animal Park

P.O. Box 551 San Diego, CA 92112-0551 (619) 557-3966 Contact: Mary Lou Antista-Suba

San Diego Zoo/San Diego Wild Animal Park offers a Zoofari Club membership. It includes club card, discount ticket programs, catered events for up to 10,000, behind-the-scenes tours and more. At the Zoo, see the new Gorilla Tropics. At the Park, see wildlife preservation action with conservation as a primary goal.

#### **Shear Madness**

National Sales Office 74 Warrenton St. Boston, MA 02116-5622 (800) 992-9035 (617) 451-0195 Contact: Janis James

Shear Madness is THE side-splitting comedy whodunit that lets the audience play armchair detective, delighting audiences in Boston, Chicago, and Washington D.C. Generous group discounts available. Now booking through '94.

#### Sports Marketing Int'l. (SMI, Inc.)

150 North St., Suite 26 Pittsfield, MA 01201 (800) 320-1733 Reservations (413) 499-1733 (413) 499-3820 FAX Contact: Cliff Fields

Moscow Ballet with stars from the Bolshoi presents a new production of "The Nutcracker" with new set, costumes and choreography. National tour includes Washington DC; Baltimore, MD; Orlando, FL; Ft. Lauderdale, FL; New Haven, CT; Syracuse, NY; Charleston, WV; Reading, PA. Ticket pricing \$17-35. The "Nutcracker" you have always dreamed of! NESRA members receive 10 percent off.

#### Transmedia Network Inc.

750 Lexington Ave. New York, NY 10022 (212) 787-0843 direct (212) 308-7676 corporate Contact: Martin Greenfield

Transmedia Network Inc. is a public company offering a special savings dining card good nationally at tablecloth restaurants in over 11 states and accepted in over 1,800 restaurants. Using the no-restrictions-savings dining card entitles NESRA members to a 25 percent savings on food and beverage.

#### United Artists Theatre Circuit, Inc.

9110 E. Nichols Ave. Englewood, CO 80112 (303) 792-8775 Contact: Jennifer Hale

United Artists VIP Theatre Tickets offers an innovative, economical way to treat your employees to top box office hits! Priced substantially below box office prices, VIP Tickets are valid for one admission and can be re-sold to employees as an employee benefit or given as a gift, prize or reward. Valid at any United Artists Theatre nationwide.

#### **Universal Studios Florida**

1000 Universal Studios Plaza Orlando, FL 32819-7605 (407) 363-8214

Contact: Randy Gerber

The Universal Studios Florida FAN CLUB is an exciting program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

#### **Universal Studios Hollywood**

P.O. Box 8620 Universal City, CA 91608-0620 (818) 777-3791 Contact: Susan McCloskey

Members of our FAN CLUB will receive park admission discounts and will find savings on hotels, merchandise and restaurants at Universal Studios Hollywood as well as discounts on Hertz Rental Cars and Norwegian Cruise Lines. We'll show you and your employees what the star treatment is all about. Consignment tickets are also available.

#### **Up With People**

One International Ct. Broomfield, CO 80021-9806 (303) 460-7100 Contact: Debbie Kunz

Up With People provides companies with a unique and uplifting touch to their corporate special event or company picnic through its musical production, "World In Motion." Your employees may host one or more of the international students.

#### Walt Disney's Magic Kingdom Club

P.O. Box 4489 Anaheim, CA 92803-4489 (714) 490-3200 Contact: Bob Baldwin

The Magic Kingdom Club offers a variety of Disney leisure benefits and discounts at Disneyland, Walt Disney World, Euro Disney Resort and Tokyo Disneyland to employees of more than 40,000 participating organizations throughout the U.S., Canada, Mexico, Europe and Japan.

#### Wet'n Wild Florida, Inc.

6200 International Dr. Orlando, FL 32819-8239 (407) 351-1800 Contact: Maria Alba

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington and Garland, TX offering a \$3 Sun'n Surf Club discount to NESRA members at all locations.

#### Wildwater Exped. Unlimited Inc.

P.O. Box 155 Lansing, WV 25862 (304) 658-4007

Contact: K. Christopher Dragan

## Wisconsin Dells Vacation 20 Percent Savings Club

560 Wisconsin Dells Pkwy. Wisconsin Dells, WI 53965 (608) 254-2525 Contact: Kristi Meister

# Fitness Products

#### ErgoTech, Inc.

730 Pryor St., S.W. Atlanta, GA 30315 (404) 223-6687 Contact: Richard Powell

ErgoTech, Inc. offers "The Wrest," a patented hand and wrist support for the computer keyboard. Medically designed and tested, "The Wrest" places wrists in the OSHA recommended "neutral position" which reduces risk of developing a repetitive stress injury (RSI) during data entry.

# Hotels/Resorts Camping

#### **Anaheim Cavalier Inn & Suites**

11811 S. Harbor Blvd. Anaheim, CA 92802 (714) 750-1000 Contact: Eric Larson

Planning a trip to Disneyland? Stay at the Cavalier Inn and Suites. Extras include a complimentary continental breakfast, shuttle to and from Disneyland, HBO channel, and heated pool and spa. NESRA rates: \$39 off season and \$49 summer. Group rates available.

#### **Anaheim Conestoga Hotel**

1240 S. Walnut Anaheim, CA 92802 (800) 824-5459 Contact: Barbara Kaiser

The Anaheim Conestoga Hotel is featuring 252 guest rooms and suites, complimentary parking, in-room coffee and tea, complimentary shuttle transportation to Disneyland Park and the Anaheim Convention Center. Plus the Cattleman's Wharf Restaurant, rated among the top 500 in the nation. NESRA special rate \$45 per night plus tax, 1-4 per room.

#### A.P. Hansen & Associates, Inc.

811 S.W. 44th St., Suite 5 Cape Coral, FL 33914 (813) 540-0073 (813) 540-1852 FAX Contact: Arlene Hansen

A.P. Hansen & Associates, Inc. compiles complimentary discount card packets for large companies, federal agencies, hospitals and local neighborhoods. We also compile a senior guide nationwide.

# Beck Summit Hotel Management Group

2300 Corporate Blvd., N.W. Suite 232 Boca Raton, FL 33431 (407) 997-2325 Contact: Lori Wolin

With over 100 hotels across the U.S. from oceanfront Hiltons to mountainview Holiday Inns, to city center Sheratons, we've got a perfect spot for everyone! Locations are nationwide including California, Florida, Arizona and the Northeast. Special NESRA discounts of up to 50 percent off regular rates!

#### **Best Western Buena Vista Suites**

14450 International Dr. P.O. Box 22826 Lake Buena Vista, FL 32830 (800) 537-7737 (407) 239-8588 (407) 239-1401 FAX Contact: Shannon Simpson

Located 1-1/2 miles from Walt Disney World Resort, "Orlando's suitest new resort" opened May 1993. Spacious two room suites with private bedroom, free full breakfast buffet, heated pool, whirlpool, fitness center, children 17 and under free in parents' suite. Grand Opening NESRA Special \$69.95 plus tax per night valid until Dec 22, 1993 and January 2-February 12, 1994. Call for details.

Best Western-Greenfield Inn 3000 Enterprise Dr. Allen Park, MI 48101-3529 (313) 271-1600 Contact: Tina Bettsteller

The Best Western-Greenfield Inn (Dearborn/Detroit) offers the finest in Victorian and Colonial architecture and furnishings. NESRA members receive luxury accommodations for two, full breakfasts, welcome cocktails and a 20 percent dinner discount. Call (313) 271-1600 for reservations on this special \$69.95 "Bed & Breakfast" Getaway!

#### Best Western International, Inc.

6201 N. 24th Pkwy. Phoenix, AZ 85016 (602) 957-5612 Contact: H. Gerald Bulifant

Best Western Int'l. is the largest lodging organization in the world with more than 3,300 hotels, motor inns and resorts in 39 countries. All Best Western properties are independently owned and operated.

#### **Best Western Mardi Gras**

3500 Paradise Rd. Las Vegas, NV 89109-3611 (702) 731-2020 (800) 634-6501 Contact: Mary Jo LeClaire

The Best Western Mardi Gras is conveniently located three blocks from "the strip," one block from the convention center, 10 minutes from the airport. Each of our mini-suites features a spacious living room, wet bar, refrigerator and complimentary in-room coffee. A restaurant and lounge, mini-casino, swimming pool, spa, video games, beauty salon and a gift shop are located on premises. Free shuttle service is available.

#### Best Western Plaza Int'l.

8738 International Dr. Orlando, FL 32819 (407) 345-8195 Contact: Cathy Shelton

The Golden Passport entitles your employees to 20 percent off on accommodations in peak season and 40 percent off during low season. Free upgrades when available and discounts for area attractions and restaurants. Passports available through personnel office.

## Best Western Riverside Resort Hotel & Casino

P.O. Box 500 Laughlin, NV 89029 (800) 227-3849 (702) 298-2535 (702) 298-2689 FAX Contact: Joel Barez

Located on the beautiful Colorado River, this resort offers 660 spacious rooms and suites, 1,500 slot machines, "21" craps, bingo, Keno, poker room with Colorado River view, Roulette, 830 RV spaces, gourmet dining, 24-hour restaurant, Prime Rib Room, Buffet Room seating 422, two pools, three first-run movie theaters, lounge entertainment, Western dance hall, top name performers in Don's Celebrity Theater, Race & Sport book, convention facilities, dance studio, tea dances and a 120-passenger tour boat.

#### **Best Western Seven Seas**

411 Hotel Circle S. San Diego, CA 92108 (619) 291-1300 Contact: Judy Di Pietro

The largest Best Western in San Diego, this full-service hotel offers a special "NESRA" coupon which includes deluxe room with in-room coffee, complimentary airport shuttle on availability, free local calls, heated pool, two spas, coffee shop, restaurant, and lounge. Sea World, San Diego Zoo, Old Town and malls nearby.

#### Caesars Pocono Resorts

P.O. Box 40 Lakeville, PA 18438 (800) 327-3992 (717) 226-4506 Contact: Christopher Salerno

Caesars Pocono Resorts (Cove Haven, Paradise Stream, Pocono Palace and Brookdale) are the nongaming entities of Caesars World, Inc. Located in the scenic Pocono Mountains of Pennsylvania, these four resorts feature all-inclusive packages for both the couples and family markets. Employee discounts are available through the Getaway Club. Call (800) 327-3992 for more information.

#### Carnival's Crystal Palace Resort and Casino

Nassau, The Bahamas (800) 222-7466 Contact: Don Capozzo

The most spectacular resort and casino in all the Caribbean. Five impressive towers containing 867 guest rooms and suites, 8 restaurants, fabulous review show, shops, golf, tennis and beautiful beach.

#### Choice Hotels, Int'l.

10750 Columbia Pk. Silver Spring, MD 20901-4427 (800) 4-CHOICE (301) 236-5138 Contact: Andrea McGarry

Choice Hotels Int'l. is the largest American-owned franchised hotel chain in the world. CHI is made up of Sleep, Comfort, Quality, Clarion, Rodeway, Econo Lodge and Friendship Inns. Choice offers a 10 percent discount to NESRA members on advance reservations at participating hotels.

#### Claridge Casino Hotel

Broadwalk & Park Pl. Atlantic City, NJ 08401 (609) 340-3500 Contact: Barbara McKernan

#### **Comfort Suites Orlando**

9350 Turkey Lake Rd. Orlando, FL 32819-7329 (800) 27-SUITE (407) 351-5050 Contact: Jose Penabad

This property offers 215 one-room suites equipped with microwaves, refrigerators, remote control T.V. and in-room movies. In addition, there is a complimentary continental breakfast daily, heated pool, whirlpool, kiddie pool, playground, convenience store with snacks and toiletries, coin laundry and concierge service. Four miles to Walt Disney World, two miles to Universal, and one and a half miles to Sea World.

# Colony Plaza Hotel Universal Resorts, Inc.

11100 West Colonial Dr. W. Orlando Ocoee, FL 34761 (407) 656-3333 (407) 656-2232 FAX Contact: Mario Barreiro

The Colony Plaza Hotel is centrally located to all of central Florida's major attractions: Disney World, Sea World, Universal Studios, Wet'n Wild, Church Street Station and many more. We have 300 large comfortable rooms, full service restaurant, lounge with live entertainment, large fresh water swimming pool, kiddie pool, video game room, laundry facilities, guest service desk and gift shop. NESRA rate \$35 plus 10 percent tax for 1-4 persons.

#### **Crown Sterling Suites**

1900 S. Norfolk St., Suite 260 San Mateo, CA 94403 (415) 345-2733 (415) 571-1377 FAX Contact: Anne Lawrence

Crown Sterling Suites is an "all-suite" hotel chain. Each two-room suite has a refrigerator, wet bar, coffee maker, microwave, two color televisions, two telephones, and pull-out sofa bed. Complimentary cooked-to-order breakfast offered every morning and two hours of complimentary beverages every evening.

#### **Days Inn/Airport North**

2300 45th St. West Palm Beach, FL 33407 (407) 689-0450 (800) 543-1613 Contact: Robin Brown

This hotel features a tropical garden courtyard with heated pool and whirlpool bath, poolside Tiki Bar, putting green, playground, restaurant and airport shuttle. NESRA members receive a special rate: \$39 low season and \$59 high season. Freeport Bahamas Cruise-A-Way package starts at \$129 per person, double occupancy. Call (800) 543-1613 for details.

# Days Inn/Days Suites East of Magic Kingdom

5820 W. Irlo Bronson Hwy. Kissimmee, FL 34746-4716 (800) 327-9126 (Reserv.) (800) 445-3297 (Sales) (407) 396-7900 Contact: Jackie Jackson

Located two and a half miles from the main entrance to Walt Disney World Resorts, Days Suites offer 604 three-room suites accommodating six persons comfortably, with full-size kitchens. Days Inn has 404 standard rooms each with two double beds. NESRA members are offered discount rates of \$47-\$74 at Days Suites and \$31-\$54 at Days Inn, subject to availability. Group rates available.

#### Days Inn/Lodge Florida Mall

1851 W. Landstreet Rd. Orlando, FL 32806 (407) 859-7666 Contact: Beth Neal

Days Inn/Lodge Florida Mall is 10 miles from Walt Disney World with standard rooms and lodge suites with full kitchens available. Gasoline is half price for overnight guests (10 gallon max. one-time fill-up). Pool, pool bar, playground, restaurant, and kids 12 years-old and under eat free. Complimentary airport transportation is offered 24-hours.

#### **Debbie Reynolds Hollywood Hotel/** Casino & Movie Museum

305 Convention Center Way Las Vegas, NV 89019 (702) 734-0711

Contact: Patricia Stinson

Just off the strip-between the Stardust and the Convention Center, Debbie Reynolds Hollywood Hotel/Casino & Movie Museum has 200 rooms, two restaurants, 500-seat star theatre and America's first Hollywood motion picture memorabilia museum. It is charming. small, nostalgic and a safe and intimate setting with personal and attentive service.

#### Dimension Development Co., Inc.

5905 Kirkman Rd. Orlando, FL 32819 (407) 351-3333

Contact: Daniel Lund

Dimension Development Co., Inc. is a hotel management company with a portfolio of 30 hotels ranging in size from 64-365 rooms. Our hotels are concentrated in Texas, Louisiana and Florida, Florida locations include Orlando, Daytona, Jacksonville, Miami and West Palm Beach.

#### **Embassy Suites Hotel/** Disneyland-Buena Park

7762 Beach Blvd. Buena Park, CA 90620 (800) EMBASSY (714) 739-5600 Contact: Carl Prince

This property offers all two-room suites featuring two color TVs, microwave, refrigerator, heated pool, whirlpool and BBQs. Complimentary cooked-to-order breakfast and cocktails/beverages each day. Disneyland shuttle provided. Walking distance to Knotts Berry Farm, Movieland, Medieval Times and Wild Bill's Extravaganza. Complimentary shuttle to all attractions. Rates start at \$82 based on availability.

#### **Embassy Suites Orlando South**

8978 International Dr. Orlando, FL 32819 (407) 352-1400 Contact: Rosemary Buchelli

Twice the Value! Complimentary cookedto-order breakfast and two-hour reception each day! Luxurious 2-room suites with refrigerator, microwave, coffee maker, and 2 televisions. Facilities include indoor and outdoor pools with whirlpools, sauna, steam room and health club, restaurant, lounge, children's activity center. Located 3 miles from Universal Studios and Sea World and 8 miles from Disney World.

#### **Enclave Suites at Orlando**

6165 Carrier Dr. Orlando, FL 32819-8254 (407) 351-1155 Contact: Leslie Ireland

The Enclave is a 321-room all-suite property consisting of studio and two bedroom/two bath suites accommodating up to six. All suites feature fully equipped kitchens and private balconies. A complimentary upscale continental buffet is provided daily, and children 11 and under, eat lunch and dinner free. Convenient location to all attractions, shopping, golf and the airport. Call for NESRA discount.

#### **Fernwood Resort & Country Club**

Route 209 Bushkill, PA 18324 (717) 588-9500 ext. 4320 Contact: Judith Griswinski

#### Florida Ramada Manager's **Association**

820 E. Busch Blvd. Tampa, FL 33612 (800) 544-9117 (813) 933-4011 Contact: Cindy Bower

When your travels bring you to Florida, make your lodging choice Ramada. At participating Ramada Hotels, we offer your employees 25-50 percent off by calling our (800) 544-9117 number and asking for the NESRA package.

#### **Forever Resorts**

P.O. Box 29041 Phoenix, AZ 85038 (602) 968-3999 Contact: Sue Walker

Forever Resorts offers various vacation destinations including luxurious houseboat rentals available in Nevada, Texas, Missouri, Kentucky and Florida as well as Holiday Inn, Estes Park, Colorado and Signal Mountain Lodge in the Grand Tetons. Discounts available for NESRA members.

#### Forte Hotels/Travelodge

1973 Friendship Dr. El Cajon, CA 92020 (619) 258-6590 Contact: Rosalind Williams

Over 450 hotels in North America offering NESRA members a 10 percent discount through the Travelodge Corporate Business Break Club.

#### **Guest Quarters Suite Resort**

2305 Hotel Plaza Blvd. Lake Buena Vista, FL 32830 (407) 934-1000 Contact: Becky Hoyng

The only all-suite resort located inside Walt Disney World Village, Guest Quarters offers spacious two-room suites featuring refrigerators, microwaves, wet bars and coffee makers. Continuous, complimentary transportation to all Disney Theme Parks. NESRA "special" rates from

#### Heritage Inn

Heritage Rd. Southbury, CT 06488 (800) 421-4041 (800) 932-3466 Contact: Kathleen Oemcke

Heritage Inn, a gracious country resort, offers its clientele a walk down a country lane, swimming pools, tennis, or golf on their championship course. Ask about their adventure programs. Special NESRA rates available.

#### Hilton Inn/ **Orlando-Kissimmee Gateway**

7470 Hwy. 192 W. Kissimmee, FL 34747 (800) 327-9170 (407) 396-4400 Contact: Victor Roberts

Ideally located one mile from the main entrance to the Walt Disney World Resort Complex and centrally located to most major attractions, the hotel features 353 deluxe rooms, 147 luxury high-rise rooms (all with microwaves and refrigerators) and 8 suites. Amenities include two pools (one heated), fitness center, 18-hole putting green, restaurant, deli bar/coffee shop, lounge with entertainment. One child under 12 eats free breakfast and dinner with purchase of an adult meal. Free transportation to most major attractions with purchase of tickets in lobby. Special NESRA discounts available.

#### Holiday Inn Buena Park

7000 Beach Blvd. Buena Park, CA 90620-1832 (800) 522-7006 (714) 522-7000 (714) 522-3230 FAX Contact: Laura Lopez

Located in the Disneyland and Knott's Berry Farm area, Holiday Inn Buena Park has 246 guest rooms, full-service restaurant, nightclub/lounge, large heated pool and spa, video game room, and complimentary shuttle to area attractions. The hotel offers a special rate of \$55 plus tax per night, single through quad; subject to availability. Please ask for the NESRA rate when placing your reservation. (Offer good until December 28, 1994.)

#### Holiday Inn Melbourne **Oceanfront Resort**

2605 N. Highway A1A Indialantic, FL 32903 (407) 777-4100 Contact: Steve Kovats

Located directly on the beach, our fullservice hotel is ideal for great family vacations and revitalizing weekend getaways. We feature an indoor/outdoor heated pool, whirlpool and tennis courts. A 25 percent discount off seasonal rates is extended to NESRA members.

#### **Holiday Villas**

2928 Vineland Rd. Kissimmee, FL 34746 (800) 344-3959 (407) 397-0700 Contact: Neal Cohan

Beautiful new two and three bedroom villas just minutes from Disney World. Fully equipped luxury units include: Full kitchens, two cable-equipped TVs, video, all appliances, washer, dryer, two full baths, pool, tennis, whirlpool, game room, movies, free continental breakfast. NESRA members receive a 20 percent discount.

#### Hospitality Franchise Systems, Inc.

2111 Wilson Blvd., #700 Arlington, VA 22201 (703) 525-0879 Contact: Chris Blunier

Hospitality Franchise Systems is the parent company of Days Inn, Howard Johnson, and Ramada Hotel companies. With over 2,400 hotels, we are everywhere your employees want to be with specially discounted NESRA rates. Call for details.

#### Hostmark Hospitality Mct. Group

9990 International Dr. Orlando, FL 32819 (407) 351-1710 Contact: Mary Feimster

#### **Hotel Management Associates**

5150 West U.S. 192 Kissimmee, FL 34746 (407) 396-8808 Contact: Jeanne Evans

Hotel Management Associates offers 25 percent off rack rate and 10 percent off food and beverage. Kids eat free with membership card at our five great Florida fun spots.

#### **Hyatt Orlando**

6375 W. Irlo Bronson Mem. Hwy. Kissimmee, FL 34747 (407) 396-1234 Contact: Christine Peters

The 924 Hyatt Orlando is situated on 56 lush tropical acres, two miles from the Disney Theme Parks. A discounted rate is offered to NESRA members January 1, 1994 through December 31, 1994 of \$55 per room. Refer to the "Magic Employee Getaway" when making reservations.

#### **Hotel Reservation Network**

8140 Walnut Hill Ln., Suite 203 Dallas, TX 75231 (800) 964-6835 (214) 361-7311 Contact: Robert Diener

Hotel Reservation Network offers discount hotel rates of up to 65 percent off for NESRA members in major cities including New York, Boston, Washington, D.C., Chicago, San Francisco, Los Angeles, Hawaii, London, Paris and South Florida. Stay first class at economy rates. Call (800) 964-6835 for details.

#### Kampgrounds of America, Inc. (KOA Kampgrounds)

P.O. Box 30558 Billings, MT 59114 (406) 248-7444 Contact: Laurie Nichols

KOA Kampgrounds is North America's largest chain of independently-owned campgrounds, with nearly 600 franchise locations offering RV and tent camping (plus 400 of these KOAs also offer cozy, Kamping Kabins®). NESRA members currently receive discounts at 10 company-owned KOAs in popular destinations in Florida and on the West Coast (California, Nevada anc New Mexico locations).

#### Karena Hotels-Orlando

7100 Lake Ellenor Dr. Orlando, FL 32809-5751 (800) 365-6935 (800) 447-7283 (group reserv.) (407) 240-7100 Contact: Patricia Patton

Karena Hotels is "setting a new standard in American hospitality" within its six hotels. The following properties are located in Kissimmee, FL: Ramada Resort Maingate, Ramada Inn Westgate, Econo Lodge Maingate, Hawaiian Resort, Econo Lodge Maingate East and Holiday Inn Maingate West. The Rodeway Inn Int'l. Dr./Wet'n Wild is located in Orlando, FL.

#### **Keystone Resort-Colorado**

1385 S. Colorado Blvd. A-604 Denver, CO 80222-3304 (800) 222-0188 (303) 777-5525 Contact: Beth Muehlethaler

Keystone Resort offers NESRA members significant savings on lodging and activities to enjoy our five skiing experiences, which include night skiing and the rugged adventure of our newest mountain, The Outback. Add this to Keystone's existing features-quality accommodations, yearround activities, and a peaceful, unspoiled atmosphere-to enjoy a truly wonderful vacation experience.

#### **Knights Lodging Systems**

26650 Emery Pkwy. Cleveland, OH 44128 (800) 843-5644 (216) 464-5055 Contact: Jeff Hathy, Sr.

There are nearly 200 locations of Knights Inns, Knights Courts, and Arborgate Inns. We offer clean, comfortable accommodations at affordable rates. Call toll free for reservations (800) 843-5644.

#### Las Palmas Hotel **Disney World Area**

6233 International Dr. Orlando, FL 32819 (800) 327-2114

Contact: Tonda Chastain

Located one mile from Universal Studios, across from Wet'n Wild and walking distance to shopping and restaurants, the Las Palmas Hotel has 262 rooms, swimming pool, lounge with live entertainment, restaurant, and banquet facilities. NESRA rate \$45 plus 10 percent tax. For reservations call (800) 327-2114.

#### MGM Grand Hotel & Theme Park

P.O. Box 77711 Las Vegas, NV 89177-7711 (702) 891-2210 Contact: Larry Nettles

This casino resort features 5,005 rooms, 751 suites, health spa, eight restaurants, two showrooms, pool complex, 33-acre theme park and special events arena seating 15,000. NESRA members are eligible for group discounts for 10 or more rooms. Call the Sales Department for information on Emerald Package.

Oasis Water Resort Villa Hotel 4190 E. Palm Canyon Dr. Palm Springs, CA 92264 (800) 247-4664 (619) 328-1499 Contact: Michelle Nebon

This Palm Springs' leading family vacation resort with two-bedroom villas includes complete kitchens. Complimentary Oasis Waterpark admissions mid-March through October. Call (800) 247-4664 and ask for NESRA rates.

#### Oceans Eleven Resorts, Inc.

2025 S. Atlantic Ave. Daytona Beach Shores, FL 32118-5007 (800) 874-7420 (904) 257-1950 Contact: Larry Kelly

Oceans Eleven Resorts, Inc.'s six AAA rated oceanfront hotels in Daytona Beach, FL: Acapulco Inn, Beachcomer Oceanfront Inn, Casa del Mar Beach Resort, Bahama House, Mayan Inn and Treasure Island Inn offer substantial savings to NESRA members. All six hotels are located directly on the ocean and feature swimming pools, whirlpools, color cable TV and year-round recreation programs. Discount flyers are available upon request.

#### **Outrigger Hotels Hawaii**

30100 Town Center Dr. Suite 0-172 Laguna Niguel, CA 92677 (714) 249-9424 (714) 495-5642 FAX Contact: Sandra Schmidt

A family owned chain, Outrigger Hotels Hawaii, Hawaii's largest most diverse hotel company, introduces its Preferred Club Card offering a 15 percent rate reduction on rooms and suites at 24 newly renovated hotels throughout Waikiki, Kauai and the Big Island plus 16 mainland U.S. properties in California, New Mexico, Texas, Wyoming and Florida. Accommodations range from luxurious suites to comfortable spacious hotel rooms many with kitchenettes and our published rates range from \$60-\$750 per night.

# Parc Corniche Condominium Suite Hotel

6300 Parc Corniche Dr. Orlando, FL 32821 (407) 239-7100 Contact: Judith Sarullo

One and two bedroom fully equipped suites. Located minutes from all Orlando major attractions. Free continental breakfast daily, free local phone calls, 18-hole championship golf course. NESRA members receive 25 percent off rack rates.

Pehrson Lodge Resort 2746 Vermilion Dr. Cook, MN 55723 (800) 543-9937 (218) 666-5478 Contact: Steve Raps

Come, relax, and enjoy peace and quiet on Lake Vermilion at Pehrson Lodge offering 21 neat, clean, housekeeping cabins with sundecks, and lovely lake views. A 600-inch sand beach, May to August weekly fishing seminar, rental boats and mid-June to late-August children's program. Five percent NESRA cabin discount all season. For free color brochure, write Pehrson Lodge Resort, Box NESRA or call (800) 543-9937.

Port of the Islands Resort & Marina 25000 Tamiami Trail East Naples, FL 33961 (800) 237-4173 (813) 394-3101 Contact: Susan Carmichael

Port of the Islands Resort & Marina, the only full service destination resort in The Everglades, offers NESRA members 50 percent off nightly room rates, based on availability, advance reservations required. Enjoy boating, fishing, scenic flights, swimming, tennis and more.

#### Quality Inn Kings Island

Conference Center 5589 Kings Mills Rd., P.O. Box 425 Kings Island, OH 45034-9999 (800) 227-7100 (513) 398-0970 Contact: Diana Hanna

Quality Inn Kings Island Conference Center, located across from Kings Island Theme Park, offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday-Thursday nights. (Discounts do not apply to poolside rooms, mini-suites, or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. Call to request discount flyers.

#### Quality Inn Oceanside Resort & Spa

1208 N. Ocean Blvd. Pompano Beach, FL 33062 (305) 782-5300 Contact: Ted Caparell

NESRA members can enjoy their own oceanfront resort hotel & spa along an 800-foot beachfront centrally located between Boca Raton and Ft. Lauderdale.

#### **Quality Suites Maingate East**

5876 W. Irlo Bronson Mem. Hwy. Kissimmee, FL 34746-4718 (800) 848-4148 (407) 396-8040 Contact: Susie Seward

Quality Suites Maingate East is a new allsuite hotel located two miles from Walt Disney World offering one bedroom and two bedroom/two bath units (sleep up to 10!) featuring living/dining area plus kitchen with microwave. Enjoy heated pools, whirlpool spa, free continental breakfast and manager's daily reception. Call for your NESRA Discount Card.

#### **Quality Hotel-Orlando Airport**

3835 McCoy Rd. Orlando, FL 32812 (800) 824-2213 (407) 859-2711 Contact: Daniele Dow

Quality Hotel-Orlando, located 15 minutes from Disney, offers 340 guest rooms, a full-service restaurant, lounge, gift shop, game room, fitness center with sauna, steam room, exercise equipment, convenience store, kiddie pool, heated outdoor pool and whirlpool. NESRA yearround rates \$39.

Radisson Inn Sanibel Gateway 20091 Summerlin Rd. Fort Myers, FL 33908 (813) 466-1200 Contact: Julia Revis

Your employees can "cool their heels" on the gulf coast of Florida starting at \$44 per night. Perfect location, two miles from Sanibel Island causeway, and five miles from Fort Myers Beach. Spacious guest rooms surround tropical courtyard with Olympic size heated pool and giant whirlpool. Call the hotel direct (813) 466-1200 to enroll your company in our "Employee Getaway Club."

#### Radisson Suite Resort Hilton Head Island

12 Park Ln. Hilton Head Island, SC 29928 (803) 686-5700 Contact: Janie Treon

This all-suite hotel features 156 spacious suites most with fireplaces. Each suite offers a fully equipped kitchen.

Complimentary continental breakfast, outdoor heated swimming pool, hot tub, complimentary lighted tennis courts, bike rentals and discounted green fees are some of the amenities available. NESRA discounts through February 28, 1994 \$45, March 1, 1994-October 30, 1994 \$84.

#### Radisson Plaza Hotel Orlando

60 S. Ivanhoe Blvd. Orlando, FL 32804 (407) 425-4455 Contact: Lisa Schmidt

The newly renovated Radisson Plaza Hotel Orlando is a 336-room, full-service, deluxe hotel. The Radisson is ideally located just minutes from downtown, the International Airport and all of Central Florida's most exciting attractions.

#### **Radisson Suite Hotel Oceanfront**

3101 N. Highway A1A Melbourne, FL 32903 (407) 773-9260 Contact: Anna Zander

The Radisson Suite Hotel Oceanfront is located on miles of open natural beaches with every suite offering a direct oceanfront view with private balcony, microwave, refrigerator, coffee pot, TV, VCR and electronic safe. Guests can also enjoy the heated pool, two spas, restaurant, lounge and pool bar. Call for NESRA rates.

#### Ramada Milford Plaza Hotel

270 W. 45th St. New York, NY 10036-3901 (212) 869-3600 Contact: Christopher Tompkins

The Ramada Milford Plaza Hotel offers preferred corporate rates for NESRA members: \$85 single occupancy; \$90 double occupancy, along with complimentary continental breakfast and upgraded quest rooms.

#### Ramadas of TN/KY

c/o Ramada C.C. Hotel 160 Union Av. Memphis, TN 38103 (901) 525-5491 Contact: Dan Camp

The Tennessee and Kentucky Ramadas extend healthy discounts to NESRA members—watch for special coupons.

#### Ramada Orlando Central

3200 W. Colonial Dr. Orlando, FL 32808-8023 (407) 295-5270 Contact: Robin Boyd

Ramada Orlando Central is a three-diamond inn located on West Colonial Dr., centrally located to all major attractions and the Orlando Arena and Central Florida Fairgrounds. We offer 315 rooms and two sparkling pools and saunas. Free daily newspaper and coffee. We offer a \$38 rate for NESRA members valid through December 31, 1994 (excluding June 15-July 10, 1994).

## Ramada Hotel Resort Florida Center

7400 International Dr. Orlando, FL 32819-8234 (407) 351-4600 Contact: Brenda Knapp-Spencer

The Ramada Hotel Resort Florida Center is located within walking distance of International Drive's many shops and restaurants. The hotel features two pools (one covered and heated), Captain Brandy's lounge (nightly entertainment), restaurant, deli, playground, exercise room, tennis, basketball and shuffleboard. Just minutes from major attractions: Only eight miles from Walt Disney World's entrance; three miles from Sea World; and two miles from Universal. Children under 18 may stay free with parents. Call for NESRA room rates.

# Ramada Resort Maingate at the Parkway

2900 Parkway Blvd. Kissimmee, FL 34747 (407) 396-7000 Contact: Mimi Vielhauer

Just 1.5 miles to Walt Disney World Resort, the Ramada Resort is an affordable family paradise offering 718 guest rooms and outstanding amenities to include one free-form pool with waterslide, heated pool, outdoor spas, and tennis courts. We have a children-eat-free program in our restaurant, deli and lounge.

#### **Regal McCormick Ranch**

7401 N. Scottsdale Rd. Scottsdale, AZ 85253-3548 (800) 243-1332 (602) 348-5050 Contact: Robin Brin

This 125-room luxury resort located in the heart of Scottsdale, AZ is beautifully situated on Camelback Lake with 36 holes of championship golf and four tennis courts. Canoeing, sailing and paddleboats, heated pool and fabulous Southwestern restaurant—The Pinon Grill are available. Call for NESRA discount.

#### Residence Inn by Marriott

7975 Canada Ave. Orlando, FL 32819 (407) 345-0117 Contact: Scott Zimmerman

Residence Inn offers NESRA discounts. All our suites include a complimentary extended continental breakfast buffet daily and a hospitality hour from 5-7 p.m. Monday through Thursday featuring beer, wine, soft drinks and snacks.

#### Rim Corp.

915 Seventeenth St. Modesto, CA 95354 (209) 523-8331 Contact: Dean Cohan

Rim Corp. is a California-based corporation representing eight hotels. Six Best Western hotels: Mallard's Inn, Modesto; Pine Cone Inn, Merced; Harbor Inn & Suites, Sacramento; Placerville Inn, Placerville; Sonora Oaks, Sonora and Raffles Inn & Suites, Anaheim. Also representing the Discovery Inn, Sacramento and Holiday Inn, Auburn. Call for more information on each location.

#### Sheraton Inn Lakeside

7769 W. Irlo Bronson Mem. Hwy. Kissimmee, FL 34747 (407) 396-2222 Ext. 7377 Contact: David Argabright

Sheraton Inn Lakeside, a 651-room resort one and a half miles from Walt Disney World's main gate, offers guests free use of paddle boats on our private lake, three pools, complimentary transportation to the Walt Disney World theme parks and kids 10 and under eat breakfast and dinner free when accompanied by paying adult. NESRA members will receive up to a 50 percent discount through the Vacation Magic Club (VMC). Subject to availability and VMC rates are noncommissionable. Call to enroll your company.

#### Sir Francis Drake Hotel

450 Powell St. San Francisco, CA 94102 (415) 392-7755 ext. 2260 Contact: Charlotte Carlson

The Sir Francis Drake is a two star hotel with old world charm, nestled in the heart of Union Square in San Francisco and centrally located to all the major city attractions. Call to receive tremendous discounts by joining the "NESRA Escape Package."

#### Summerfield Suites Hotel Orlando

8751 Suiteside Dr. Orlando, FL 32836 (800) 833-4353 (407) 238-0778

Contact: Terri Caracuzzo

Beautiful one and two bedroom all-suite hotel features full-size kitchens, living rooms, private bathrooms, telephone lines and voice mail in each bedroom; Color TV in every room and a video player in each suite. Complimentary breakfast daily. Centrally located to all attractions. This new property offers 150 suites and complimentary transportation into Walt Disney World. NESRA discount 15 percent off rack rate subject to availability. This discount also applies to Summerfield Suites on International Drive.

#### **Timberline Four Seasons Resort**

P.O. Box 42891 Philadelphia, PA 19101-2891 (800) 392-0152 Contact: Kathy Saumure

Towering over the highest valley in the East, Timberline's Herz Mountain, in the Allegheny mountains of West Virginia, provides an entire spectrum of 1,000 foot vertical skiing ranging from advanced trails to Salamander Run, the longest ski trail in the South. Experience this rapidly growing exciting ski experience including live evening entertainment and genuine West Virginia hospitality. Contact Group Sales for customized special discount packages to fit the individual needs of a group.

#### Tricom Management, Inc.

1300 N. Kellogg Dr., Suite B Anaheim, CA 92807 (714) 777-3700 Contact: Hal Wilson

We are a property management company that manages over 20 resort properties in the U.S. and Mexico. Before you go on your next vacation, call to check on our resorts. Up to 35 percent discounts for NESRA members on nightly rates, 60 percent discount for weekly rates at selected resorts.

#### **Trigild Corporation**

12555 High Bluff Dr. Suite 330 San Diego, CA 92130 (619) 481-6767 Contact: Linda Caparro

Hotel Management Company whose hotels vary in size and facility has locations throughout California. Receive \$5 off current rack rate or better at each participating location.

#### Vagabond Inns

9605 Scranton Rd., Suite 800 San Diego, CA 92121 (800) 522-1555 (619) 455-1800 Contact: Rollie Ayers

The Vagabond Inns, a mid-price hotel chain with 37 inns throughout California and in Reno, Nevada, offer NESRA members a special "Gold Passport" program which provides a 10 percent discount, a 10th night free benefit and other free amenities. Call (800) 522-1555 for reservations and information.

#### Wilson Hotel Management Co., Inc.

1629 Winchester Rd. P.O. Box 30185 Memphis, TN 38116-3513 (901) 346-8800 Contact: Vallie Bram

Wilson Hotel Management Co., is a hotel management company with limited and full-service hotels in PA, FL, MS, LA, TX, TN, AR, KY, SC and AL. They manage 11 Wilson Inns, five Wilson Worlds, seven Holiday Inns, one Holiday Inn Express and one Ramada Inn.

#### Wynfield Inns Orlando/Kissimmee

6263 Westwood Blvd. Orlando, FL 32821-8016 (800) 346-1551 (Reserv.) (407) 345-8000 Contact: Melissa Newman

Wynfield Inns offers affordability with style at two locations in the Orlando/Kissimmee area, both just minutes away from Walt Disney World Resort and exciting Central Florida locations. Both hotels feature complimentary coffee, tea and fruit, beautiful tropically landscaped grounds, and the hospitality and friendliness that will make your vacation a truly magical one. Identify yourself as an "INN CROWD" Member to receive up to a 50 percent discount year-round.

# Merchandise

#### Action Products Int'l., Inc.

344 Cypress Rd. Ocala, FL 32672-3102 (800) 874-9853 (for U.S. orders) (904) 687-2202 Contact: Danielle Tyrell

Action Products Int'I., Inc. employee store and corporate identity specialists, imports and manufactures toys, souvenirs, novelties, sportswear, model kits, gifts and books. We offer T-shirts, sweats, caps, totes, patches, raincoats, buttons, pens, pencils, coffee mugs, magnets, frisbees, incentives with your logo or event! Lowest prices.

#### Aris-Isotoner, Inc.

365 Calle Alcazar Walnut, CA 91789 (714) 595-1855 Contact: Jill Mattera

Aris-Isotoner, Inc. offers ladies' and men's Isotoner gloves and slippers (children's sizes also available) to NESRA members. Umbrellas are now also available. Minimum order of \$100 per category is required.

#### Auto-Shade, Inc.

609 Science Dr. Moorpark, CA 93021 (800) 346-9453 (805) 531-0400 Contact: Karen Swenson

A full line of travel accessories and sun protection items, including automobile organizers; pillow-blankets; thermal bags; cellular phone accessories; sunshades; glare reducers; winter windshield covers; and steering wheel covers are available from Auto-Shade, Inc.

# Bantam Doubleday Dell Publishing Group

1540 Broadway, 16th Flr. New York, NY 10036-4021 (800) 223-6834 ext. 9811 (212) 782-9811 in NY (212) 782-8904 FAX Contact: Polly DeFrank

Bantam Doubleday Dell Publishing Group offers best-selling books from the nation's hottest authors at a discount to NESRA members. They can supply your organization with special merchandise

flyers for your employees and/or provide you with ideas for employee recognition/ gifts, and motivational books for health and fitness programs. All orders are shipped in bulk to one location (free freight).

#### Blue Mountain Arts, Inc.

P.O. Box 4549 Boulder, CO 80306 (800) 525-0642 (303) 449-0536 Contact: Winnie Sanders

Blue Mountain Arts, Inc. offers alloccasion and seasonal greeting cards, poetry books (softcover/hardcover), calendars (12 and 16 month), prints, bookmarks, and mugs.

#### Burnes of Boston Terragrafics, Inc. Showbox Photo Viewer

225 Fifth Ave., Suite 929 New York, NY 10010 (212) 685-3950 (212) 447-5171 FAX Contact: Myrna Zarrell

Burnes of Boston is the largest frame and photo album manufacturer in the U.S. Terragrafics is an upscale line of fine photo frames. Showbox Photo Viewer is a revolutionary new way to store, share and display photos. Showbox holds from 10-40 photos. Special discounts and dating programs available for all employee stores.

#### Century Products Co.

9600 Valley View Rd. Macedonia, OH 44056-2096 (216) 468-2000 ext. 379 Contact: Carol Helminski

Century Products Co. is a manufacturer of juvenile products, such as toddler car seats, infant car seats, strollers, walkers, high chairs, swings, infant carriers, toys, bath items, mobiles, etc.

# Cherry Hill Furniture Carpet & Interiors

P.O. Box 7405 Furnitureland Station High Point, NC 27264 (800) 328-0933 (800) 888-0933 Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture and carpet direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture.

Nationwide in-home delivery is available.

#### Consumers' Buyline, Inc.

100 Sitterly Rd. Clifton Park, NY 12065 (518) 383-5950 Contact: Andrew Doyle

Consumers' Buyline, Inc. brings together thousands of individual consumermembers to improve their standard of living by helping them secure substantially lower prices on a variety of items. Call Andrew Doyle for more detailed information on our vast amount of services and products.

#### **Corporate Jewelers**

12900 Preston Rd., Suite. 815 Dallas, TX 75230 (214) 980-0818 Contact: Adam Cherwitz

Corporate Jewelers are manufacturers, importers and wholesalers of fine jewelry offering consignment programs to company stores and on-site jewelry sales. They have a large inventory of diamond, precious, semi-precious and 14K gold jewelry and specialize in great service, fine quality and tremendous savings.

#### **CSC Marketing**

3815 Timms St., Suite 306 Tyler, TX 75701 (903) 534-8778 Contact: Bill Martin

CSC Marketing offers merchandise including jewelry, telephones, watches, TVs, stereos and more.

#### David J. Selznick Group

100 W. 94th St., Suite 24E New York, NY 10025-7013 (212) 866-1441 (212) 866-1442 FAX Contact: David Selznick

The David J. Selznick Group specializes in discount sales to employee stores, employee groups and associations. We will ship on memo for evaluation and for stock, on request on a corporate letterhead, a selection of gold tone designer jewelry and gold over silver and 14K gold jewelry. We have rings which retail for \$10 and \$1,000. Products include rings, bracelets, pendants.

#### **Dayspring Greeting Cards**

P.O. Box 1010
Siloam Springs, AR 72761-9987
(800) 944-8000
Contact: Russell Odell
Gene Sullivan

Receive a 50 percent discount on all stationery products including Christmas boxed cards, everyday boxed cards, packaged note cards, calendars, a full line of greeting and seasonal cards. Call (800) 944-8000 and ask for the special market department.

Encyclopaedia Britannica 6200 N. Hiawatha, #625 Chicago, IL 60646-4309 (312) 545-5538 Contact: David Hansen

Members receive 8-14 percent off the retail price of Encyclopaedia Britannica, the great books of the Western World and other educational related merchandise. For group discount information, contact David Hansen at (312) 545-5538.

#### **Entertainment Publications, Inc.**

2125 Butterfield Rd. Troy, MI 48084-3423 (313) 637-8400 Contact: Kelly Green

Entertainment Publications, Inc. publishes Entertainment and/or Gold C Saving Spree coupon books in over 100 U.S., eight Canadian, and seven foreign markets. Its books contain hundreds of two-for-one offers for local dining, movies, special events, sports, hotels, and more. Entertainment provides its products to nonprofit fund-raising groups and to employee groups on consignment, with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products for corporations.

#### Fannie May Candies/ Fanny Farmer Candies

1137 W. Jackson Blvd. Chicago, IL 60607-2905 (312) 243-2700 ext. 401 Contact: Greg Percival

Fannie May and Fanny Farmer Candies offer NESRA members 20-35 percent discounts on their candy and gift certificate purchases. These discounts are good year-round. The perfect gift for Christmas, birthdays, or any special occasion. Great for fund-raising!

#### Federal Printing Co.

270 Farmington Ave., Suite 305 Farmington, CT 06032-1909 (800) 733-6127 Contact: Leon Davidoff

Federal Printing Co. offers fine wedding invitations, social stationery, bridal boutique items, matches, napkins, birth announcements and holiday cards at a 40-50 percent discount to your employees.

#### Frito-Lay, Inc.

7701 Legacy Dr. Plano, TX 75024 (214) 334-4927 Contact: James Hilliard

#### **Gear For Sports**

9700 Commerce Pkwy. Lenexa, KS 66219-2402 (800) 423-5044 (913) 888-0535 (913) 888-4273 FAX Contact: Kirk Kowalewski Kelly Kutey

Gear For Sports offers a complete line of high quality sportswear: T-shirts, shorts, sweatshirts, polos, jackets, outerwear and warm-up suits. We embroider or silkscreen these garments with your company name, logo or create a custom design just for you.

#### **Group Discounts**

P.O. Box 669 Bethel Park, PA 15102-0669 (412) 831-4819 Contact: Jack Muse

Group Discounts offers magazine subscriptions to employee groups at low group discount rates. The low rates apply to both new and renewed subscriptions.

#### Hanover-Bostonian Shoe Co.

520 S. Broad St. Kennett Square, PA 19348 (215) 444-6550 Contact: Jay Allie

Hanover-Bostonian Shoe Co. offers special savings of 50 percent on its famous "Sportech" athletic footwear. Contact Hanover to set up a program for your employee store, direct discount program or incentives for the company fitness and wellness program.

#### **Happy Discount Plans**

P.O. Box 306 2353 Apple Valley Dr. Howard, OH 43028 (800) 798-2594 (614) 890-2654 (614) 890-2664 FAX Contact: Howard Cherry

Happy Discount Plans offers AT NO COST to the Employer: 1) 50 percent off regular room rates at over 2,000 hotels/motels nationwide; 2) 50 percent off on eyeglasses and contacts; 3) Prescriptions at wholesale prices less 10 percent, from local pharmacies. Call for free information.

# Henry Rosenfeld Luggage Div. of Badanco Enterprises, Inc.

80 Seaview Dr. Secaucus, NJ 07094 (201) 348-8900 Contact: Peter Citti

Henry Rosenfeld Luggage offers a full line of designer luggage and totes. From soft-sided nylon to full-framed tweed sets at discounts of up to 60 percent. We feature designer luggage by Pierre Cardin, Oscar de la Renta, Gloria Vanderbilt, Sergio Valente and our own in-house Frequent Traveler line.

# Inventive Incentive Advertising Co., Inc.

One Bridge Plaza, Suite 400 Fort Lee, NJ 07024 (201) 592-5039 Contact: Lawrence Stewart Mindy Stewart

Free! We specialize in creating a custommade discount card program for employees of large organizations, throughout the U.S. This valuable perk entitles all your employees to prearranged discounts from a variety of businesses in your area. This exclusive card is given free to your company and your employees. Great perk! No work! Just distribute cards!

#### **Jacobs Trading Company**

901 N. Third St. Minneapolis, MN 55401-1016 (612) 349-2300 Contact: Ralph Klein

We are wholesalers of excess inventories and overstocks. We buy entire inventories of major brandname housewares, giftware, hardware, electronics, etc. We also use these inventories for premium programs.

Keepsake Portraits 2500 E. Park Blvd., Suite T-4 Plano, TX, 75074 (800) 472-5388 Contact: Trent Emmons

Your organization can raise money by offering your employees and their families a beautiful professionally photographed 10" x 13" family portrait free. Call now to set this program up for your organization. It's fun, it's easy, and we guarantee it.

#### Klein Jewelry Co., Inc.

53 W. 23rd St. New York City, NY 10010 (212) 691-1335 Contact: Stewart Klein

Choose from 10K and 14K ladies' and men's rings. Price points below \$200 retail with diamonds, precious and semi-precious stones.

# North American Marketing Corp. (NAMCO)

100 Sanrico Dr. Manchester, CT 06040-2225 (203) 649-3666 Contact: Gary Tampone

NAMCO Toy Wholesalers has specialized in toys for corporate children's Christmas parties for 30 years. Case lot sales only; all at low wholesale pricing.

#### P.F. Collier, Inc.

1315 W. 22nd St., Suite 250 Oak Brook, IL 60521 (708) 368-0011 Contact: Jacquelyn Chernesky

P.F. Collier, Inc., a subsidiary of Macmillan Inc., offers special employee product packages of Collier's Encyclopedia along with many of our other educational textbooks, reference books, learning kits and games. We also provide fund-raising opportunities for corporations.

#### Perks Unlimited, Inc.

153 Main St. Sayville, NY 11782-2539 (800) 727-3757 Contact: Robert Dow

Perks Unlimited, Inc., a national/ international supplier of Corporate Rate Savings Cards, will provide these cards to NESRA members at no cost whatsoever. With these cards, NESRA members can enjoy savings at local and national businesses throughout the country. Call us today for this free perk.

Porter Wallace Corp. 135 West 29th St. New York, NY 10001 (212) 244-0088 Contact: Gary Brill

Porter Wallace supplies merchandise to NESRA members for picnics, Christmas parties, blood drives, company stores, fund-raisers, sales meetings and special promotions. Their items range from tote bags, water bottles, umbrellas, stuffed animals to toys, fragrances, watches, seasonal items and name brand closeouts to non-printed and imprinted items and much, much more.

#### **Price Company**

P.O. Box 85466 San Diego, CA 92186 (619) 496-6930 Contact: Erin Padilla

Price Club, the original membership warehouse club, has been providing a valuable employee benefit for over 17 years. With over 90 locations, your employees can take advantage of our buying power to buy brand-name merchandise at substantial savings—at no cost to you.

#### Revion, Inc.

2182 Route 35 Holmdel, NJ 07733-1199 (203) 795-8386 Contact: Ken Campbell

Prestige Fragrance & Cosmetics, Inc. offers famous name brands, delivered factory direct, with savings up to 75 percent off on men's and women's fragrances, skin and haircare products, and much, much more!

#### R.J. Spencer Associates, Inc.

9825 W. Sample Rd., Suite 203 Coral Springs, FL 33065-4040 (305) 345-8991 Contact: Marsha Kaye

R.J. Spencer Associates is an advertising company working with organizations throughout the nation offering complimentary discount card programs to all employees. Through a joint effort, the merchants in your community will offer the employees of your company a discount on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute the cards.

#### See's Candies

3423 S. La Cienega Blvd. Los Angeles, CA 90016-4401 (800) 877-7337 Contact: Rosemary Robinson

See's Candies offers fresh quality boxed chocolates and candies available for employee group and association purchases, employee stores, corporate gifts and incentives, and employee association fund-raising. Gift certificates and many items available all year. Holiday specialties for Valéntine's Day, Easter and Christmas are also available.

Swersey's Chocolates and Gifts 54-01 Grand Ave. Maspeth, NY 11378-3096 (718) 497-8800 Contact: John Swersey

Swersey's Chocolates special group buying plan provides the finest quality candies, nuts, cookies, and gifts at wholesale prices for your association to offer as a valuable savings to your employees, or as a fund-raiser during the gift-giving Holidays (Halloween, Thanksgiving, Christmas, Valentine's Day, Easter and Mother's Day).

#### Texas Instruments Consumer Products Div.—Employee Stores

P.O. Box 650311, M/S 3910 Dallas, TX 75265 (214) 917-7338 Contact: Joe Spinelli

Texas Instruments offers discount programs to employee clubs and stores on all TI calculators and educational toys which range in use for ages from six months to teens. We also offer a direct mail club program in which the club will participate in the proceeds of the sales.

#### TransAmerica Mailings, Inc.

6864 Engle Rd. Cleveland, OH 44130 (216) 826-1900 Contact: A.S. Katz

Our Insider's Discount Shopping Club offers discounts up to 50 percent on over 275,000 brand name items from hundreds of leading manufacturers (for example, G.E., Maytag, Black & Decker, Sony, RCA, etc.). Also, we provide catalogs featuring women's apparel, cosmetics, watches and jewelry.

#### Unitrade Marketing Group, Inc.

1107 Broadway, Suite 210 New York, NY 10010 (212) 366-1400 Contact: Carl Hyman

Unitrade Marketing Group, Inc. offers brand name close-out toys—tremendous savings on well-known brands, also sporting goods, health and beauty aids, and other general merchandise.

#### Universal Int'l. Inc.

5000 Winnetka Ave N. New Hope, MN 55428-4231 (800) 634-8349 Ext. 247 Contact: Morrie Wilf

#### **Vi-Tel Electronics**

100 Hollister Rd. Teterboro, NJ 07608 (201) 440-8700 Contact: Janet Pincus

Vi-Tel Electronics, a wholesale distributor of consumer electronic products in the country, can act as a one-stop source for your employees' needs. We can offer savings up to 70 percent off manufacturer's suggested retail on such brands as BASF, Casio, Code A Phone. Koss, Phonemate, N.W.Bell, Quasar Record-A-Call, Samsung, S.W.Bell, Smith Corona Selectronics, and Uniden Teac. These items are offered to employees in a printed employee sale brochure distributed by the employer. Products are dropped-shipped to each employee by Vi-Tel Electronics. Employee store managers are encouraged to inquire about bulk sales.

#### Waterman Pen Company

101 Huntington Ave. Boston, MA 02199 (800) 752-0652 Contact: Daniel Triot

For over 100 years, Waterman has produced the finest writing instruments such as fountain pens, ball pens, pencils and roller balls. The pens are available for your employee store, awards, recognition and business gifts and can be tastefully customized with your company logo.

#### **Wisconsin Toy Company**

710 N. Plankinton Ave. Milwaukee, WI 53203 (800) 677-7780 ext. 2864 or 2896 Contact: Helene Johnson Nancy Boebel

For over 50 years Wisconsin Toy has been supplying more toys for less money to charities, employee stores, corporate special events, fund-raisers and nonprofit organizations. Wisconsin Toy, through its wholesale and retail subsidiaries, sells first-quality brand name toys at 30-70 percent off regular prices.

#### **Photofinishing**

#### Employee Photo Service, USA/ FUJI TruColor Service

514 S. River St. Hackensack, NJ 07601 (800) 524-1027 (201) 807-9129 Contact: Tom Kearns

Employee Photo Service, USA/FUJI TruColor Service offers the most personalized discount employee film developing service to all size companies. Employee Photo Service also features our annual photo contest, blood drive promotions and photographers for association functions. Find out why we say, "Employee Film Developing...and much more!"

#### **Konica Quality Photo**

P.O. Box 2011 Portland, ME 04104 (207) 883-7325 Contact: Richard Hauser

Konica Quality Photo, the nation's second largest wholesale photofinisher, offers its customers outstanding quality and service on film developing at low everyday prices. Konica also offers a total package of high quality imaging products including cameras, film and minilab/microlab programs. We put it all together for you and your employees.

#### Qualex Inc.

3404 N. Duke St. Durham, NC 27704-2199 (919) 383-8535 (919) 382-2406 Contact: Thomas Mewhirter

Qualex, America's largest film developer, provides full processing services. Qualex is the exclusive provider of KODALUX processing services under license from Eastman Kodak Company. Additional services include Photo Galaxy systems, Photo CD transfers, and on-site processing.

#### Specialty/ Professional Services

#### **American Health Consultants**

P.O. Box 740056 Atlanta, GA 30374 (404) 262-7436

Contact: Carrie Milgrim

American Health Consultants publishes Employee Health & Fitness, a monthly newsletter devoted to reporting the most innovative and cost-effective health promotion programs to reduce health care costs, increase productivity and lower absenteeism.

#### Direct Buyline, Inc.

Two Ridgedale Ave. Cedar Knolls, NJ 07927 (201) 292-1745 Contact: Ron Morehouse

A direct mail company specializing in being unique and offering value-oriented programs to employees of corporations.

#### **Employee Printing Services**

P.O. Box 248
Bedford Park, IL 60499-0248
(800) 323-2718
Contact: Mary Milbradt

Employee Printing Services offers wedding and social invitations and accessories, commercial stationery and holiday greeting cards. Our risk-free program provides your employees and company with an easy-to-use source for their printing needs at a 40 percent discount off retail. Sample albums are sent to NESRA companies at no cost for their employees' use. All ordering and payment is done by the employee directly with us. All work is 100 percent quaranteed.

#### **Energy Innovations, Inc.**

Courthouse Plaza S.W., Suite 700 Dayton, OH 45402 (513) 461-8428 Contact: Dona Canaan

Energy Innovations, Inc. introduces
TicketVendor, an automated discount
ticket selling system that increases ticket
sales, reduces handling costs and is
always open for business, even at threeshift facility locations. TicketVendor
automatically keeps track of sales and
stocking levels. It simplifies inventory
management by remotely transmitting
restocking information from TicketVendors
located at remote facilities to a central
coordinating site.

#### J.B. Benton Advertising

120 Sylvan Ave. Englewood Cliffs, NJ 07632-2501 (201) 592-1510 Contact: Thomas Feely

#### **Kessler Financial Services**

855 Boyston St., Sixth FI. Boston, MA 02116-2622 (800) 262-6628 ext. 6092 Contact: Karen Cox

Kessler Financial Services (KFS) is a nationwide marketing company offering the competitive NESRA Credit Card. TNFS and MBNA America also offer other financial benefits to member organizations and companies.

#### McNabb & Associates

121 West 27 St. New York City, NY 10001 (212) 989-7877 Contact: Charlene Green

McNabb & Associates provides a full range of destination management, corporate meeting and event planning services. We specialize in serving corporate, convention and meeting managers and special interest group organizers, and offer expertise in arranging promotional campaigns and product launches. Our special events work consists of custom designed theatre and arts programs including opening night galas and film premieres.

#### Perfect Image Photographics®

515 Airport Rd., Suite 11 Chattanooga, TN 37421 (800) 277-6453 Contact: D. Frank Chambers

Perfect Image Photographics® offers NESRA members a family-oriented employee portrait benefit program, which will grow in value and is ideal for long-term employer/employee goodwill, with minimal time requirements and virtually no cost to the company.

#### **Pocono Picnic Company**

Pocono Mountains 8C1, Box 1 Reeders, PA 18352 (800) 648-4-FUN Contact: Howard Gordon

Specializing in company picnics and outings, this company offers catering for groups from 100-10,000. Amenities include a scenic 40-acre lake with fishing and boating, 21 tennis courts, two Olympic-size pools, five softball fields, five basketball courts, four beach volleyball courts, and miniature golf. Also 25,000 sq. ft. of indoor meeting facilities.

#### Print U.S.A.

P.O. Box 2009 Hazleton, PA 18201-0675 (800) 538-1585 Contact: Franklin Silcox

Psych/Care, Inc. 2850 Douglas Rd. Coral Gables, FL 33134 (305) 460-2330 Contact: Jan Connelly

Psych/Care, Inc. offers Employee Assistance Programs, Managed Behavioral Health Care Services and Drug-Free Workplace Systems.

#### Source One Mortgage Services Corp.

3320 Data Dr., Suite 100 Rancho Cordova, CA 95670 (800) 736-0550 ext. 111 Contact: Alice Clarke Roe

Source One Mortgage's Gold Key Employee Mortgage Program offers substantial discounts on closing costs for purchase and refinance transactions. The program is available nationwide, with customer service advantages including five day appraisals and 14-day underwriting decisions.

#### Total Financial Group, Inc.

11711 N. Meridian, Suite 602 Carmel, IN 46032 (317) 843-5880 Contact: Ray Blunk

Total Financial Group Inc. offers a generic educational workshop that is designed to help people prepare for retirement. Students learn about maximizing pension options, lump sum distributions, investments, asset allocation and much more. A conservative approach to retirement planning.

Waddell & Reed, Inc. 2880 Zanker Rd., Suite 201 San Jose, CA 95134 (408) 434-9311 Contact: Rosalind Englade

Waddell & Reed, Inc. is a national financial service organization dedicated to serving the financial planning needs of individuals, families, businesses, and organizations. To assist the individuals in your organization in planning for their own financial future, whether it be for retirement, a college education, or other financial goals, Waddell & Reed will present a free, educational money management seminar. We also provide financial counseling for employees leaving the organization due to staff reductions and retirement.

# Sporting Goods

#### Hillerich & Bradsby Co., Inc.

P.O. Box 35700 Louisville, KY 40232-5700 (502) 585-5226 (502) 585-1179 FAX Contact: Susan Riney Clark

Hillerich & Bradsby Co., Inc. is the manufacturer of Louisville Slugger® baseball/softball wood/aluminum bats, fielders' gloves, equipment, accessories and Power Bilt® golf clubs, equipment and accessories. Write or call for more information.

#### **National Rifle Assoc. of America**

1600 Rhode Island Ave., N.W. Washington, DC 20001-1633 (202) 828-6152 (202) 828-6153 Contact: Ed Andrus

The National Rifle Association of America extends technical assistance to individuals

and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments and affiliated clubs), rifle and pistol, hunting, etc.

#### **Treads & Threads**

3227 Commander Dr. #101 Carrollton, TX 75006 (214) 713-6262 Contact: Jack Cheatham

We offer a full selection of nationally known brands of athletic shoes, apparel and sporting goods at substantial savings from retail. Merchandise can be bought from catalog pages, in-store displays or a scheduled sales event at your company location.

#### **Sportswear**

#### Blackbird Int'l.

1333 E. University Dr. Tempe, AZ 85281-4216 (800) 272-7171 (602) 966-7384 Contact; Erin O'Leary

Blackbird Int'l. produces high-tech, stateof-the-art aviation graphics screened onto apparel, wall graphics and ceramic mugs. Seven separate collections feature aircrafts from WW II to Space. Wholesale pricing with quantity discounts available.

#### California Custom Design

127 Press Ln. Chula Vista, CA 91910 (619) 476-0200 Contact: David Chaffee

California Custom Design provides quality screen printed and embroidered T-shirts and sportswear. Our art department can do custom jobs for your promotions and special events. Our proprietary lines include aerospace and beach designs. NESRA members receive a 20 percent discount.

#### J.R. Specialties, Inc.

6530 W. Glendale Ave. #100 Glendale, AZ 85301 (800) 9-4-LOGOS (56467) Contact: J.R. Roren Andrea Roren

We specialize in serving employee stores and human resource departments. We supply custom embroidered/silkscreened sportswear and a wide variety of promotional products. We offer special discounts and incentives to NESRA members.

#### King Louie International, Inc.

13500 15th St. Grandview, MO 64030-3000 (816) 765-5212 Contact: Neal Kabler

American Manufacturer of quality jackets, sports shirts, caps and cotton-rich activewear. Complete in-house "state of the art" design and decorating facilities.

# Travel: Airlines/Cars/ Cruises

#### Adventure Tours U.S.A./ Jack Tar Village Resorts

5949 Sherry Ln. Dallas, TX 75225 (214) 360-5000 Contact: Richard Rhode

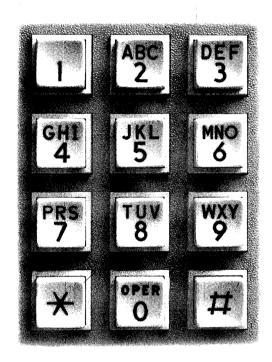
Adventure Tours U.S.A. and Jack Tar Villages, our sister subsidiary, are a Dallas-based tour company. We are dedicated to providing premier value corporate incentives, meetings, group, and company/employee vacations, offering a ski or warm weather destination. We look forward to working with you to provide and fulfill your highest travel expectations. Significant discounts are available to NESRA corporations and their employees!

#### **Aer Lingus**

122 E. 42nd St. New York, NY 10168 (800) 223-6876 ext. 4010 (212) 557-1090 Contact: Bernard Lynch

Aer Lingus, the National Airline of Ireland, flies between the U.S. and Ireland and from Ireland to the United Kingdom and Continental Europe. Aer Lingus vacations feature a wide range of tour products for both family and group travel. Group discounts are available. For more information, call (800) 223-6876 ext. 4010.

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We know that sometimes it's tough to be a tour planner. So we've made it a little easier. Now, with one phone call, you can reserve 10 or more rooms in any of our 500 locations throughout North America, whether it's for one or more nights in one location or consecutive nights in different locations. Your group will be assured of cozy beds in comfortable rooms and you'll have their confirmed reservations within 24 hours.\* So next time you're feeling stressed with a demanding group project, call the one number that will

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#### Alamo Rent A Car

110 Tower 110 S.E. Sixth St. Ft. Lauderdale, FL 33301-5000 (800) 354-2322 (305) 522-0000 (ext. 7224) Contact: Jay Campbell

Alamo Rent A Car offers NESRA members discounts on daily, weekly and weekend rentals. For reservations, call your professional travel agent or call Alamo at (800) 354-2322 and state your membership ID #236413 and rate code B-Y.

#### Avis Rent A Car System, Inc.

6301 Ivy Lane, Suite 710 Greenbelt, MD 20770-1492 (800) 331-1212 (301) 441-3481 Contact: James Mitchell

The employee-owners of Avis invite NESRA members to experience our state-of-the-art car rental services. Special savings are available by using the NESRA/Avis Worldwide Discount (AWD) number: A310600. For reservations, call toll free (800) 331-1212.

#### **Blue & Gold Fleet**

Pier 39, Box Z-2 San Francisco, CA 94133 (415) 705-5444 Contact: Nicole Nance

Blue & Gold provides a one-and a-quarter hour fully narrated cruise from Pier 39. No other Bay tour takes you under both the Bay Bridge and the Golden Gate Bridge. NESRA members receive a \$2 discount off the regular ticket price. Departures are year-round. Call (415) 705-5444 for schedule information.

Camp's Travel and Tours 890 Hummingbird Dr. San Jose, CA 95125 (408) 978-0284 Contact: Evelyn Camp

We offer tour planning services and can provide transportation for all your group travel needs, from day trips, gambling, and longer trips throughout California, Nevada, the U.S. and Canada. We will be offering a special "Trip of the Month" to popular destinations.

#### Cruise America

5959 Blue Lagoon Dr., Suite 250 Miami, FL 33126 (800) 327-7799 (305) 262-9611 Contact: Bob Caldarone

Cruise America offers a 10 percent discount on time and mileage charges on any rental RV (motorhomes, truck campers, trailers, vans) from Cruise America or Canada. Over 100 locations, local or one-way. Must be reserved in advance. Call our toll-free number, (800) 327-7799, to make reservations.

#### Morris Air

260 E. Morris Ave. Salt Lake City, UT 84115-3223 (800) 4-MORRIS (466-7747) (801) 483-6133 Contact: Elizabeth Brown

Morris Air offers incredible value ski packages to Utah. All packages include roundtrip airfare, accommodations, lift tickets and all transfers. Package prices start at \$249 per person and air only prices at \$59 each way based on roundtrip purchase.

#### South Florida Cruises, Inc.

3561 N.W. 53rd Ct. Ft. Lauderdale, FL 33309-6344 (800) 42-NESRA (800) 327-SHIP (305) 739-SHIP Contact: Gene Stewart

South Florida Cruises, Inc., the nation's leading cruise specialist, offers tremendous savings on all major cruise lines to all destinations. Cruises can be booked at the last minute or a year in advance. Book your cruise with the most professional cruise counselors in the industry. Groups, families, employee incentives and sales meetings can be accommodated. Call (800) 327-SHIP (7447).

#### **Spirit Cruises**

501 Front St. Norfolk, VA 23510 (804) 627-2900 Contact: Joan Heikens

Spirit Cruises, Inc. offers sumptuous dining, energetic dancing and an exciting musical show aboard luxury lunch, brunch, dinner and moonlight cruises. Spirit ships operate in Boston, Baltimore, Chicago, New Jersey, New York, Norfolk, Mount Vernon, Philadelphia, Puget Sound and Washington, D.C. Special discounted prices for groups of 20 or more.

#### Swissair

608 Fifth Ave. New York, NY 10020-2303 (212) 969-5734 Contact: Anita Segal

Swissair offers all NESRA members active or retired, skiing and other sports packages, health spas and fitness programs, city interludes and countryside touring. Group departure dates can be arranged with other NESRA companies with similar interests. Swissair can assist in the planning and promotion of these tours to Europe, the Middle East and Africa.

#### The Freedom Card

1030 W. Int'l. Speedway Blvd. Suite 210 Daytona Beach, FL 32114 (800) 428-2929 (800) 955-0009 Contact: Lucinda Hill

The Freedom Card directory offers great discounts on travel, such as 50 percent off at nearly 500 hotels nationwide and discounts at popular attractions, car rentals, campgrounds, restaurants, and shopping. The Freedom Card's exclusive travel hotline offers its subscribers a 5 percent discount on major airlines, great getaway specials and spectacular cruises at bargain rates. Low annual fee.

# Travel Information/ Agencies

#### AustroTours/Austria Ski

1535 W. Loop S. 319 Houston, TX 77027-9509 (800) 333-5533 (713) 960-0900 (713) 960-8966 FAX Contact: Dorothea Rasser

Experience Living History! Explore Austria's unique cultural legacy: Masterpieces of painting, print, and music; gilt carriages, jeweled crowns, and lavish treasures; grand palaces, magnificent castles and secluded retreats. Imperial Austria is a rewarding adventure at special affordable NESRA rates. Of course, unequaled winter sports too! Let our destination specialists assist you and explain our unconditional service satisfaction guarantee.



# MAKE YOUR EMPLOYEE BENEFIT PROGRAM 10% BETTER

Your employees can save 10% at hundreds of Choice Hotels when they call 1-800-4-CHOICE with your company's NESRA ID#C00044073.

For low-priced convenience there's Rodeway, Friendship and Econo Lodge hotels. Or try relaxing at, affordable Sleep, Comfort, Quality and Clarion hotels.

Benefit your employees with your company's 10% NESRA Travelers' Discount at Choice Hotels.









CHOICE HOTELS







#### CALL 1-800-4-CHOICE FOR RESERVATIONS

This discount is based on availability and may only be used at participating hotels. This discount is not for use in conjunction with any other discount offer or promotional rate.

NESRA

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Championship Golf Vacations Championship Travel, Inc. 333 W. Hampden, Suite 300 Englewood, CO 80110 (303) 789-9280 (303) 783-9116 FAX Contact: Daniel Watkins

Championship Golf/Travel is a travel agency that specializes in golf packages—leisure travel as well as corporate trips, corporate meetings to group golf vacations. Save more dollars by joining our yearly membership Championship Player program. Discounts 5-30 percent.

#### **City Wide Reservations**

1321 S. Maryland Pkwy. Las Vegas, NV 89104 (800) 733-6644 (702) 388-7044 Contact: Robert Colvin

City Wide Reservations offers 10 percent discounts at over 25 Las Vegas and Laughlin Resort Hotel/Casino properties. Be sure to ask about special three day/two night packages, car rental rates, plus wedding and honeymoon packages.

#### **Destination North America**

1512 E. Katella Ave. Anaheim, CA 92805 (714) 935-0928 Contact: Beverley Kelley

Destination North America offers special rates on first class hotel and motel accommodations in Anaheim (Disneyland), San Diego, Palm Springs, Lake Havasu, Arizona and Mexico.

#### Heritage Golf Tours—Scotland

18330 9th Ave. N.E. Poulsbo, WA 98370 (800) 767-1938 (206) 779-5113 Contact: Billy Wages

Heritage Golf Tours—Scotland is a high quality, low overhead company dedicated to providing affordable golf tours to Scotland, "Home of Golf." We offer 7, 10, 14, and 21-day packages that include everything including tee times. Call (800) 767-1938 for a color brochure. In Washington State call (206) 698-1938.

#### Kissimmee-St. Cloud Convention & Visitors Bureau

P.O. Box 422007 Kissimmee, FL 34742-2007 (800) 333-KISS (Reserv.) (800) 831-1844 (U.S.A. & Canada) (407) 423-6070 (Orlando) (407) 847-5000 Contact: Lori Driscoll

Kissimmee-St. Cloud Convention & Visitors' Bureau is a central Florida destination promotion agency representing over 124 hotels/motels and 30 campgrounds outside of the main entrance to Walt Disney World and close to many other central Florida attractions. Consumer information is available.

#### Lake Havasu Area Visitors & Convention Bureau

1930 Mesquite Ave., Suite 3 Lake Havasu City, AZ 86403-5772 (800) 242-8278 (602) 453-3444 Contact: Brenda Samchuck

The Lake Havasu Area Visitor & Convention Bureau is happy to provide information on the city, area attractions and amenities. A lakeside desert resort community, Lake Havasu City is America's home for the London Bridge, golf, shopping and water recreation.

#### Las Vegas Convention & Visitors Authority

3150 Paradise Rd. Las Vegas, NV 89109-9096 (702) 892-0711 Contact: JoAnn Jose

Las Vegas offers top name entertainment, beautiful hotel/motel rooms at bargain prices, 24-hour gaming, champion sporting events, excellent shopping and restaurants. Mild year-round climate is excellent for indoor and outdoor activities. Beautiful sightseeing and spectacular attractions. Literature outlining attractions and sites available.

#### **Mears Transportation Group**

324 W. Gore St. Orlando, FL 32806 (407) 839-1570 Contact: Karen Pitcherello

Mears Transportation is the largest ground transportation company in Central Florida. Some of the services offered are 24-hour transfers to all hotels for both individuals and groups. Our other fine quality service includes attraction transfers.

#### Organizers, Etc./ Any Season Travel

7373 S. Alton Way #B-100 Englewood, CO 80112-2332 (800) 283-2754 Contact: Craig Cook

Organizers, Etc., Inc. specializes in ski, golf, scuba, rafting, biking, cruises, sailing and other complete active sports travel packages throughout the world for individuals, families, or groups. NESRA members receive additional discounts on all bookings. Call your in-house representative or Organizers, Etc. directly for customized packages. ANY SEASON—ANY REASON—ANYWHERE IN THE WORLD!

#### Orlando/Orange County Convention & Vis. Bureau

7208 Sand Lake Rd., Suite 300 Orlando, FL 32819-5273 (407) 363-5800 Contact: Bob Moquin

This full-service convention & visitors' bureau represents attractions, hotels, transportation companies and other tourism-related businesses throughout central Florida. Write or call for free visitor information including a free Official Visitors' Guide and a discount Magicard.

Outland Adventures P.O. Box 16343 Seattle, WA 98116 (206) 932-7012 Contact: Dan Clarke

Outland Adventures offers NESRA members group rates on their sea kayaking, biking, trekking and cultural van tours to Mexico, Costa Rica, Belize, S.E. Alaska and Canada. Trips for ages 7-70. Free brochure available.

#### Siskiyou County Visitors Bureau

248 Anderson St. Yreka, CA 96097-3423 (800) 446-7475 Contact: JoAnn Rucker

#### Trans Global Tours, Inc.

8200 Normandale Blvd., Suite 504 Minneapolis, MN 55437-1098 (800) 328-6264 Contact: Jeannette Kay

Trans Global Tours is a major tour operator specializing in inexpensive, high quality tour programs for employee recreation groups to popular destinations such as winter Caribbean cruises and fall trips to central Europe, England, Ireland and Spain. Discounts vary. Call for details.

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CITY/STATE/ZIP			NESRA

# The Advantages of Employee Associations

Employee groups in many organizations
have realized financial and autonomous
benefits to becoming an employee
association. Read on to see how starting an
association can enhance your situation.

by Jeff McCall, CESRA

ongratulations, you have just received the responsibility of managing all of the company's recreational, leisure, social activities as well as discounted services for your work location.

As a full-time recreation specialist or as a multi-hatter or volunteer you are aware of the employee volunteer network that is established within your company. This employee volunteer network has coordinated the company's recreation activities in the past.

During a goals and objectives meeting with a number of employees that volunteer their time, it was suggested that an Employee Association be formed.

#### **Defining an Employee Association**

An employee association is an organization that is comprised of a group of interested employees that want to plan, coordinate and evaluate organized activities, events, excursions, programs and discounted item sales to their fellow employees in a structured format that is supported by company management.

The basic framework of an employee association is that there must be some means of determining authority in order for decisions to be made.

All organizations require basic rules, known as the constitution, bylaws or both. This combined with a mission statement that clearly states the intent of the organization will provide the framework for a successful association.

#### ADVANTAGES OF EMPLOYEE ASSOCIATIONS

The bylaws are used as tools to build the foundation of the association. Commonly found in bylaws are:

- The name of the organization
- The association's goals and objectives
- Description of general and honorary membership
- Membership dues, responsibilities and privileges with a membership
- General and Board of Director meetings
- Board of Director's responsibilities and functions
- Membership of Board of Directors
- Officers of the association
- Committees, functions and responsibilities
- Fiscal, accountability and auditing
- Amendment to the bylaws

  Now that we know what an Employee

  Association is, how are we going to form one?

#### Forming an Employee Association

Your first step in building an employee association is to obtain the commitment from your company management to support this new organization. It is suggested that you solicit the support of a senior manager that is already involved in employee activities. His/her role will be to provide you with a communication link to upper management's strategic plans and input on sensitive issues. An invitation to be on the Board of Directors would be very beneficial in the development of the association during the first year of your organization.

Next you would want to have representation from all units of your company. Using your already existing employee volunteer network, select key motivated and concerned employees to serve on your Board of Directors representing each area of the company. Union representation should be included in the formation of your association if required.

Elections will be held to elect the four officers of the association: the president, vice president, secretary, and treasurer. The term of the officers should be for one year and are not to be successive. Your position and the management position should be ex-officio, with no voting privileges.

The next phase of your development would be to obtain monies to fund your association. These funds can be provided by the company or entirely by employee membership dues or a combination of the two. Revenue can be produced by membership fees, facility rentals, activity participation fees and profits earned on discount item/services/ticket sales.

A financial decision must be made to determine if the association is going to operate as a nonprofit organization or for-profit organization. The question of incorporation will need to be examined. There are seven basic reasons to incorporate, some will affect the company and some the employee association. See below.

#### Seven Basic Reasons to Incorporate

- **1.** The articles of incorporation make it quite clear where the authority is and what officers may utilize that authority.
- 2. Greater independence from the parent company is achieved by incorporating. Although still controlled by the parent company, decision making is made easier. The Board of Directors can make a decision, vote on it and take action, without waiting for further approval.
- 3. Ownership of property is possible within a corporate structure, where as in an association format ownership of property is not possible.
- 4. There is a need to limit company liability to civil damages resulting from recreation activities planned by the incorporated employee association. This does not relieve the company of liability in respect to Workmen's Compensation.
- S. Liability of association officer is a reality if legal wrong doing by an officer can be established. But that exposure is about the same for the directors of corporation or non-incorporated associations.
- 6. Company income tax is a very sensitive issue that each company needs to discuss with its tax lawyers before making a decision on tax structure.
- Nonprofit income tax exemption applies only to federal income taxes. There are some disadvantages to the tax exemption status, these include: eligibility for membership, sources of revenue, amounts and kinds of business activities.

Your final financial administrative responsibility will be to design a financial forecast of projected revenue and expense activities for the upcoming year. This financial plan will become your format for the operational budget for the year.

#### **Guidelines for Meetings**

Meetings of the Board of Directors should be held once a quarter to summarize the activities/ events and to plan for the next quarter. A financial summary of all accounts should be presented for review and approval by the board. The fourth quarter meeting should be used to recognize the out-going officers and elect new officers. All meetings should be documented by the Secretary. The minutes of the meeting and the quarterly financial report should be sent to all board members as well as made public to the general membership.

A general meeting should be held at least once a year to invite the general membership to make comments on the activities/events and action of the Board of Directors for that calendar year. All comments should be documented and published. This meeting is an excellent opportunity to recruit new board members and brainstorm new ideas, programs and events.

#### **Annual Goals and Objectives**

The Board of Directors should conduct an annual strategic planning meeting to brainstorm ideas for association activities/events/excursions and item sales. The board might want to consider activities in professional sports, family and cultural topics. These activities will complement the club activities and intramural team sport leagues. Once the activities have been identified; start and finish dates, number of participants and the budget must be agreed upon and communicated.

#### Employee Clubs and Special Interest Groups

Employee clubs and special interest groups will become a vital part of the framework of your association. Each of these groups will provide you a specialized cross section of your general membership. Each group should have their own structured format: an elected leader, President or Event Coordinator to administer the club or event and financial plan to achieve. Some employee associations provide subsidy to support

the development of these special interest groups. All requests for financial subsidy should be presented to the Board of Directors and voted on for approval.

#### **Employee Newsletter**

The publication of an employee association newsletter is a great opportunity to capture the excitement of your employees participating in your planned activities. The newsletter can promote upcoming events and summarize past events, advertise promotional sale items and tell a heart warming story about a fellow employee or his/her hobby. Everyone wants to see his/her picture and name in the paper.

#### Why not start one Today!

The formation of the employee association will provide you the formal structure to organize your volunteer network into a well defined organization with established goals and objectives; internal and external communication network; a sound financial base; management commitment; employee buying power; national and regional discounted rates; high employee morale; company goodwill and community involvement.

The first employee recreation association was founded in 1894 with Metropolitan Life Insurance Company in New York. Why not celebrate our 100th anniversary and start your own Employee Association in 1994.

Jeff McCall, CESRA, is fitness recreation specialist for Xerox Corporation in Leesburg, Virginia. McCall is on Employee Services Management's Editorial Advisory Committee and served as president of NESRA of Washington D.C. area chapter in 1992.

#### For more information:

Contact NESRA Headquarters if you would like to order a textbook which can help you begin an employee association, Operating Employee Associations: Providing Employee Services and Recreation Programs. The textbook is available for \$15.95 to NESRA members and \$20.95 to nonmembers. See ad on the inside back cover of this magazine for details.

Call NESRA Headquarters to request a free sample copy of the bylaws of Xerox Leesburg Recreation Association, Inc.

▼

**Employee** 

clubs and

special

interest

groups will

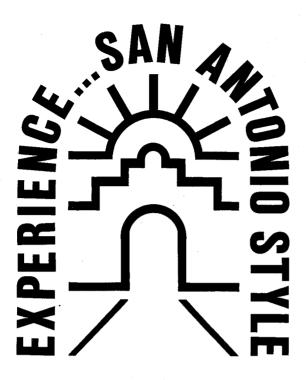
become a

vital part of

the framework

of your

association.



Tentative Conference Program

# NESRA's 53rd Annual Conference and Exhibit

May 4-8, 1994
Hyatt Regency Hill
Country Resort
San Antonio, Texas

#### WEDNESDAY, MAY 4

9:00 a.m. Registration

9:30-11:30 a.m. Foundation Board of Trustees Meeting

11:00-3:00 p.m. Employee Store Marketing Seminar

11:45-12:45 p.m. Regional Director Orientation

1:00-3:30 p.m. Regional Council Meetings

3:45-5:00 p.m. National Committee Meetings

5:00-5:45 p.m. First Timers' Reception

6:00-6:30 p.m.
San Antonio River Walk
Buses will take attendees to San
Antonio's famous River Walk where
they can enjoy great restaurants,
shopping and entertainment.

#### THURSDAY, MAY 5

7:00 a.m. Fun Run/Walk

7:30 a.m. Registration

8:30-9:30 a.m. Regional Breakfasts

8:00-9:00 a.m. Spouse's Continental Breakfast

9:00-2:00 p.m. Spouse's Tour

#### 9:45-11:15 a.m.

#### **Conference Opening Session**

- Welcome by 1993 Employer of the Year—Martin Goland
- Honoring 1993 NESRA President, David H. Baker
- Keynote Speaker

11:30 a.m.-12 Noon **Exhibitor Orientation** 

11:30 a.m.-12:30 p.m.

#### "Hot Topics" Workshops

- 1.) Work and Family Issues
- 2.) Retiree Services
- 3.) Community Service
- 4.) Dealing with Special Interests
- 5.) Surviving Downsizing

12:30-1:30 p.m.

Certification Lunch

(for certified members only)

#### LUNCH ON YOUR OWN

1:30-2:30 p.m.

#### **Concurrent Sessions**

- 1.) Presentation of 4th Textbook
- 2.) Becoming a CESRA/RVESRA
- 3.) Needs of 24-hour Workforce
- 4.) Work/Family Conflict
- CH\*5.) How to Market Your Chapter
- ES\* 6.) Properly Plan or Plan to Fail

FH\* 7.) Adding Life to Employee Wellness

2:30-5:00 p.m.

#### EXHIBIT HALL GRAND OPE

5:30-6:00 p.m.

Buses depart for Fiesta Texas

#### FRIDAY, MAY 6

8:00 a.m.

Registration

#### BREAKFAST ON YOUR OWN

8:00-9:00 a.m.

Spouse's Continental Breakfas

9:00 a.m.-3:00 p.m.

Spouse's Tour

8:00-9:00 a.m.

General Session

#### 9:15-10:15 a.m.

#### Concurrent Sessions

- 1.) Powerful Promotional Materials
- 2.) Attracting Volunteers
- 3.) Summer Camp Done Right
- 4.) Providing Team Building Within Your Company Part I
- CH 5.) Leadership Development
- ES 6.) Catalog/Mail Order Programs
- FH 7.) Designing and Equipping a Fitness Center

10:30-11:30 a.m.

#### Concurrent Sessions

- 1.) Marketing and Promoting to Seniors
- 2.) Starting Up an Employee Association
- 3.) Negotiating Catering
- 4.) Providing Team Building Within Your Company Part II
- CH 5.) Developing Member Service Programs
- 6.) Loss Prevention
- FH 7.) Health Fairs

11:45-1:30 p.m.

#### MANAGEMENT LUNCHEON

1:45-2:45 p.m.

#### **Special Interest Workshops**

- 1.) Facilities
- 2.) Hospitals
- CH 3.) Chapter Presidents
- ES 4.) Employee Store
- FH 5.) Fitness Health

3:00-5:30 p.m.

#### **Exhibit Hall Open**

6:00-6:30 p.m.

Buses depart for Sea World

#### SATURDAY, MAY 7

7:00 a.m.

Fun Run/Walk

8:00 a.m.

Registration

8:30-9:30 a.m.

General Session

#### 9:45-10:30 a.m.

#### **Concurrent Sessions**

- 1.) The Thrill of Victory
- 2.) Event Planning
- 3.) A New Way to Look at Safety
- 4.) Trends in Tournaments
- CH 5.) Planning a One-Day Conference

10:45-11:30 a.m.

#### Concurrent Sessions

- 1.) Employee Assistance Programs
- 2.) How to Handle Difficult People
- 3.) Surveying Your Employees' Interests
- 4.) Commuter Alternative Programs
- ES 5.) Employee Stores and ADA

11:45-2:00 p.m.

#### Exhibit Hall Open

LUNCH SERVED

2:30-3:45 p.m.

#### Workshops by Employee Size (open discussions)

- 1.) Under 1,000
- 2.) 1,001-2,499
- 3.) 2,500-4,999 4.) Over 5,000

2:45-4:45 p.m.

Board of Directors Meeting

6:45 p.m.

Reception

7:30 p.m.

**DINNER AND ENTERTAINMENT** 

#### SUNDAY, MAY 8

9:15-10:15 a.m. **General Session** 

10:30 a.m.-12 Noon

**CLOSING BRUNCH** 

\*CH: Chapter Track

Employee Store Track

Fitness/Health Track

# **Delegate Budget Information**

### **NESRA's 53rd Annual** Conference & Exhibit

# "Experience...San Antonio Style 🧖 🧖 "



May 4-8, 1994 (Wednesday-Sunday)

**Hyatt Regency Hill Country** San Antonio, Texas

#### **REGISTRATION FEES**

Delegate: \$395 Spouse: \$195 Student: \$195 \$ 75 Retiree:

#### **HOTEL RATES**

\$115 per night Guest Room (Single or Double)

Call the Hyatt Regency Hill Country directly and identify yourself as a NESRA member to make your hotel reservations. Call (210) 647-1234

#### Employee store profile

## USAA Company Stores Present A Range of Offerings

by Mike Maroney



USAA constantly re-merchandises, adds and changes items so customers will peek at what's new.

he USAA Company Store operations are an intricate part of the overall employee support USAA (United Services Automobile Association) provides and that helps make it one of the top 10 companies to work for in America.

Serving more than 9,000 employees at USAA's 3.2 million square foot home office in San Antonio, Texas, the three USAA company stores provide a wide variety of items and services far beyond the usual facility of this kind. For instance, they offer lines of ladies' and children's clothing, sports-related clothing for men, jewelry, jewelry repair, floral arrangements, key-making.

cosmetics and many other products found in few company stores.

During the holiday season, there is a full Christmas Shoppe, and we regularly invite outside vendors in to sell specialty goods like athletic shoes and fine jewelry. In 1993, the stores expect to see about \$1.7 million in sales.

The Company Store actually has three locations within the USAA home office building. The main store, located in the center of the USAA building, is 3,000 square feet. A store at the south end occupies about 1,000 square feet of space, and a third location in the north end of the building is the smallest at 500 square feet. A fourth location will open in December 1994 in the

USAA finds
its stores
help attract
qualified
employees.

Employee Services Management



The main USAA Company Store, located at the center of the USAA building is 3,000 square feet.

450,000 square foot Financial Services Building now under construction on the USAA grounds. That store will have 1,500 square feet of space.

These are all self-serve operations with store personnel behind the counter to offer assistance in special orders, answer questions about merchandise and ring up sales. The stores are open from 8:30 a.m. to 3:30 p.m. Monday through Thursday, and 8:30 a.m. to 2 p.m. on Friday. We close early on Fridays because most USAA employees have a four-day work week and a majority of them have Fridays off.

#### **Delivering Quality Service**

Another outstanding feature of the USAA Company Store is the high level of service we feature—the way we take care of the USAA employee. In quarterly surveys we conduct, store personnel consistently rate 4.3 to 4.5 on a scale of 5 relating to friendliness and eagerness to help. That staff is comprised of nine full-time and 12 part-time employees.

In an environment where you are dealing with the same people day after day, a customer can carry a negative experience for a long time. But in our case, USAA Company Store customers are very forthcoming in their appreciation. This is also attributed to the strong commitment from senior management at USAA to maintain the stores for the convenience and morale of the employees.

In addition, we try to stay attuned to our customers' wants and needs, keeping them involved in decisions as to what the Company Store can and will carry. If enough of our customers want a product, we will strongly consider putting it into our inventory.

#### **Peaking Employees' Curiosity**

What keeps employees interested in visiting the Company Store is convenience and selection. With three Company Store operations, one is always located near employees. Each is close to a cafeteria to take advantage of the traffic flows during lunches and breaks. Occasionally we allow outside vendors to set up shop outside of each store. This contributes to the traffic into our stores.

We are constantly re-merchandising, adding and changing items so that customers will come in to see what's new. We visit the Dallas Gift Market and the Dallas Apparel Mart like a normal retailer, but try to avoid getting locked into a traditional company store mentality as we stock fashionable and unusual items in addition to our regular inventory.

Because of our stores' convenience, we often have customers tell us how grateful they are that we had that last-minute gift or flower arrangement for a spouse's birthday. But there is also the value in the savings we provide. We are not affiliated with any other company service, so we operate on a break-even basis. Employees see that there's a value there.

The most popular items and services that we offer are candy, cards, film processing and outside vendor sales. As a further service, we accept Visa and Mastercard. Since we are a break-even opera-

tion, we do not sell tickets because that would require adding a service charge. Tickets are sold through the company cashier's office.

#### **Making Strides**

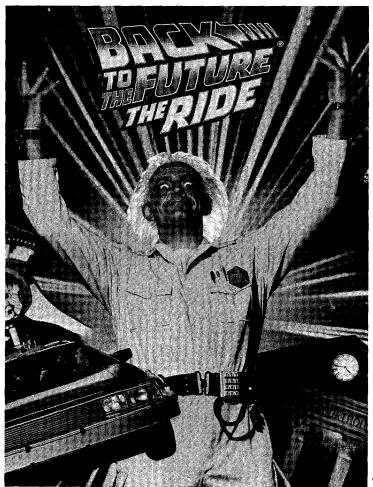
As yet, the USAA Company Stores do not have a true mail order program, but we are in the process of creating a catalog of corporate logo items for all 14,000 USAA employees, including those in our 47 field locations in the U.S. and in Europe.

Our three home office stores use a computerized inventory system. The registers in each store are tied to a personal computer that keeps track of all items sold, and the two satellite stores feed their information to the main store via modem. This way we keep a running tabulation of sales and inventory by department and item classification.

In January, we plan to update that to a pointof-sale system that includes a monitor and keyboard at every check-out location. That system will also have a built-in credit card swipe for the convenience of our customers. Other future plans for the USAA Company Stores include expanding into a dry cleaning operation. Each morning, employees will drop off their clothing at entrances into the building with the vendor making a pick-up hours later. Employees will pay for their cleaning at one of the three company stores and then pick it up the next day at a central distribution point. That setup should streamline the process. Eventually, we want to include a shoe repair service using the same type of drop-off/pick-up system.

The USAA Company Store seeks to continue to provide service and merchandise to USAA employees that they find desirable, and to provide quality customer service on a break-even basis. We do this to help make USAA one of the nation's most attractive places to work.

For more information, contact Mike Maroney, manager, USAA Company Store, San Antonio, Texas at (210) 498-1688.



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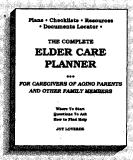
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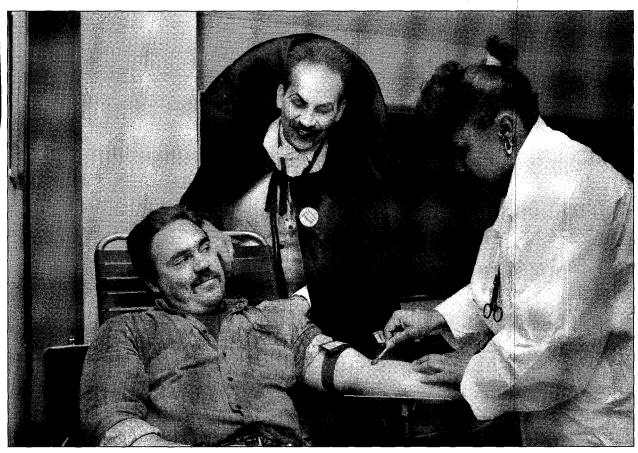
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### Reviving Blood Drives

by Stacey A. Johnson



Special appearances by costumed characters or showing movies to those giving blood can add fun to a blood drive.

Ithough a vital need for blood always exists, blood drives in and of themselves tend to be a bit mundane. How do you make it more fun? How do you get people involved? What works as far as increasing participation?

Wisconsin Electric Power Company spans 37 different locations in Wisconsin and the Upper Penninsula of Michigan. Currently we hold 12 blood drives throughout the year in seven of those locations. A coordinator at each site works in conjunction with our office in coordinating each drive. Over the past three years, total donations have registered 741 pints (1990), 664 pints (1991) and 811 pints (1992) company wide.

The following are some aspects of coordinating a drive that will aid in increased participation and overall success.

- Top Management Support: The process of on-site donation takes approximately 45 minutes per person. Supervisors should be made aware of this before any on-site blood drive is offered. If employees are forced to use their lunch time or break time to give, it may hamper participation.
- Food: Have food available after individuals complete donation. The blood bank you work with may provide cookies and juice, but go beyond that for employees if your budget allows. A variety of meat sandwiches, cookies, donuts, juice, milk and coffee are offered at all Wisconsin Electric drives. The food is prepared by our in-

Use these
ideas to
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participation
in your blood
drives.

house catering services and receives many compliments from donors. Excess food from the drives is always taken to a local mission center or food pantry.

- Advertising: A good advertising campaign is vital for the success of a drive. Company publications, electronic mail, posters, tabletop displays and paycheck stuffers are all good avenues for getting the word out. Be sure to get advertising out early. Some donors are also on call at the blood bank and will want to work your drive into their donation schedule.
- Speakers: A representative from your local blood bank is a good tool to use in exposure for the blood drive. They will be glad to speak at staff or all employee meetings, answer questions and provide materials for use in promotion or for general information.
- Past Donors: Pay special attention to your previous donors. The blood bank oftentimes can provide you with a list of donors from your past drives. Send them an early notice about the drive

and give them the first option on a time slot for donating.

These individuals are the base of your drive, treat them right and they will keep coming back.

■ Scheduling: Scheduling individuals for certain time slots aids in keeping the drive running smoothly and helps to avoid bottlenecks at any one station of donation. Drives around the Wisconsin Electric system handle scheduling in a variety of ways. Some have individuals submit their first three choices of times and lets them know the time they are confirmed to donate. Others simply have one main coordinator who does scheduling by telephone. In either case, do not turn away walk-ins. Instead, on the day of the drive, advertise less busy times when it would be convenient for employees to walk in.

Community drives scheduled close to your drive may decrease participation slightly. Obtain dates of community drives and try, if at all possible, not to schedule within the eight-week-donation waiting period.

Pay particular attention to day of the week and donation times when scheduling a blood drive. Stay away from a Friday drive if your company has flex-time (situation where individual employees can work four 10-hour days and not come in on Friday) or where Fridays are popular days off to make 3-day weekends, especially during the summer months.

Offering different times for donating other than 8 a.m.-5 p.m. has increased participation in some of our locations. A drive is held from 6 a.m.-12 p.m. at one of our locations to accommodate night-shift workers and also still be able to schedule in regular day-shift employees.

#### Themes

Make your drive fun! A drive scheduled near a holiday can turn into a fun time! The blood bank nurses will often jump on board with this idea by wearing Halloween costumes or Christmas outfits. Take this idea one step further by showing a movie visible from the donor beds in conjunction with the drive. "Little Shop of Horrors" or "Ghostbusters" near Halloween (See case study) or "It's a Wonderful Life" or "White Christmas" near Christmas. This takes people's minds off the donation process, especially first-time donors who may have some anxiety or fear about needles or the amount of pain involved. Appearances made by Dracula or Santa Claus makes the day fun as well. (See case study.)



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# CASE STUDY: Pleasant Prairie Power Plant Pleasant Prairie, Wisconsin

he Pleasant Prairie Power Plant is an example of a blood drive site within Wisconsin Electric that saw a decreasing number of donors in the late 80s and early 90s and took matters into their own hands to increase participation.

After their May, 1991 drive produced a site low of 27 donors, Assistant Plant Manager Lyle Sohns along with Secretary Laureen Gigowski, decided something needed to be done.

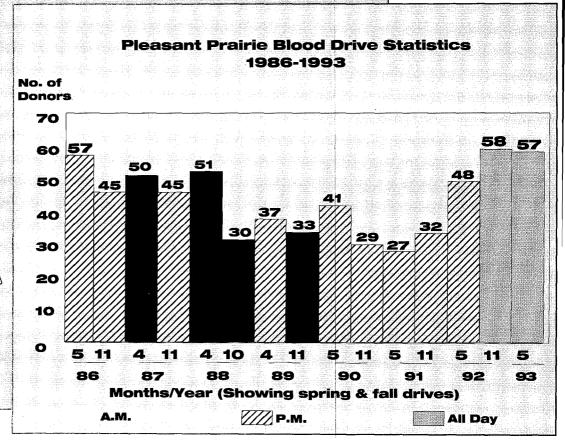
They started by meeting with other businesses in their corporate park to see if any of them would like to start sending employees to Pleasant Prairie to donate on blood drive dates to increase their numbers. The Blood Center of Southeastern Wisconsin was more than eager to speak at corporate park meetings to inform companies of the procedure.

Increased plant participation brought the November 1991 drive to 32 donors. In May, 1992, donors increased to 48 due in large part to a drawing for sports ticket packages including dinner. Only donors were eligible for the drawing. In early November, 1992, Dracula paid a visit to Pleasant Prairie for a Halloween theme drive. Halloween movies were shown and the drive produced 58 donors. Due to the number of advanced sign-ups, this drive was extended to an all-day drive as opposed to just morning or afternoon. The theme "Be a Lifesaver" was used for the all-day May, 1993 drive that produced 57 donors. Upon completion of donating, individuals were given a roll of lifesavers.

Pleasant Prairie has kept up-to-date with their 180 employees by conducting

periodic surveys about the drives to see what's working and what's not working. Pleasant Prairie will continue to use themes and raffles to keep and get people involved in their drives. In the future, other businesses in the corporate park might host a drive and open it up to other park employees. This is a win/win situation that truly shows Pleasant Prairie's commitment to the community where they work and employees live.

Stacey A. Johnson is the recreation director for Wisconsin Electric Power Company in Milwaukee, Wisconsin.



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# **1993 ESM**

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concentration to help them define for themselves what they like and dislike.

At Springfield College, internships are arranged during the Academic year for the summer following the junior year, fall or spring semester of the senior year. Students are placed in some of the finest employee services and recreation programs throughout the U.S.

In addition to a 450-600 hour 12-15 week internship, students are required to complete five, 30-hour Recreation Education and Leisure Experiences (REAL Experiences). These may be paid or voluntary. Students are encouraged to do these 30 hour minimum experiences in their area of concentration. With excellent Employee Services programs within a half hour distance of the college like Pratt and Whitney Aircraft, Digital, Aetna, Travelers, Friendly Ice Cream Corporation and others, students can be focusing on their employment goals during the early stages of their planned programs. The program also insures that students will gain a minimum of 150 hours in as many as five different settings prior to selection of their Internship in Employee Services and Recreation. With over 100 students in the overall undergraduate program, Springfield, Massachusetts and the region gain over 15,000 hours of student recreation experience and instruction per year. This does not include volunteerism of the student outside of classes or paid part-time experiences which provide excellent experience and training for the future professional. College/University programs which do not provide similar experience, do not provide the student with these work experiences and this sense of accomplishment.

#### Conclusion

According to Nash (1953), by work and craftsmanship, one's (man's) ego, small enough at best, gets a chance to expand. One's work is partly himself. There is an 18th century motto: No handicraft can with our art compare, for pots are made of what we potters are. It is my belief that professional idleness in higher education that is the lack of future work stimuli is not only corrosive but also promotes atrophy of one's professional drive. The future of Employee Services and Recreation will be based on the drive and commitment of today's student, tomorrow's professional.

Dr. Donald R. Snyder received his Doctorate from New York University. Presently, he is the Graduate Coordinator and Associate Professor in the Department of Recreation and Leisure Services at Springfield College in Springfield, Massachusetts.

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# Recreation & Leisure Education for ES&R

by Donald R. Snyder, Ph.D.



Here's an update of what's happening in academia regarding

resently, there are 92 colleges accredited in Recreation Education. Many curricula have gone the generalist route. This I believe is a mistake if we are to prepare the Employee Services and Recreation professional of today and surely tomorrow. Colleges and universities which maintain the Recreation Management major and those which have a concentration in employee services in recreation have a stronger core curriculum and provide the definition needed to meet the challenges of the 21st century.

At Springfield College, about 45 percent of the majors in the Department of Recreation and Leisure Services are in Recreation Management. Over half of these majors are pursuing careers in Employee Services and Recreation and Commercial Recreation. Curriculum has changed in the past five years. Besides the normal Liberal Arts requirements, students are now required to take courses in Business, (Accounting, Introduction to Business, Business Law, Marketing, Public Relations) Economics (Macro-economics and/or Micro-economics, Statistics), and Computers (Introduction to Computers, Computer-Based Management Systems).

Core courses in Recreation and Leisure Services or Studies differ primarily in name and grouping. Core competencies now required by the National Recreation and Park Association and the American Association of Leisure and Recreation have in many ways insured the quality and consistency of curriculum in Recreation Management. Core courses could be:

- Dynamics of Leadership
- Group Dynamics
- Social Recreation
- Recreation Activities
- Recreation Programming
- Program Planning
- History and Philosophy of Recreation
- Management of Recreation and Leisure Services

- Facility Design and Planning
- History, Trends and Professional Orientation to Leisure
- Employee Services/Commercial Recreation
- Sports and Recreation Facility Management
- Legal Aspects of Leisure Services
- Leisure Education/Leisure Counselling
- Internship in Corporate/Employee Services and Recreation

In addition to these courses, with the advent of the American Disability Act (ADA) and the accreditation requirements of colleges/universities in the U.S. and Canada, most institutions are requiring at least one course in Leisure Services for Special Populations, Recreation Programming for Persons with Disabilities and/or Introduction to Therapeutic Recreation. The intent is to change employees' attitudes toward persons with disabilities in the workplace, to help meet the leisure needs of persons with disabilities, and to improve their quality of life.

Interest in Graduate Education in Recreation Management with a concentration in Employee Services and Recreation is definitely growing. With the absence of jobs in other areas, business majors and liberal arts majors are attracted to programs in Commercial Recreation and Employee Services in Recreation. Graduate curriculum can be anywhere from 30-52 hours of coursework depending on experience and undergraduate preparation. A 6-15 hour internship or fieldwork is usually included in any graduate curriculum. A strong basic core of recreation coursework may include but is not limited to:

- Research and/or Statistics
- Personnel Management
- Supervisory Management
- Public Relations
- Sports and Recreation Facility Management
- Graduate Recreation Programming
- Community Recreation
- Resort and Commercial Recreation

Continued on page 34

#### **Operating Employee Associations:**

Providing Employee Services and Recreation Programs

Operating
Employee
Associations:

Providing Employee Services
and Recreation Programs

Brad Wesner

Operating Employee Associations - Providing Employee Services and Recreation Programs, by Brad Wesner, offers and examines the essentials needed to run a successful employee association.

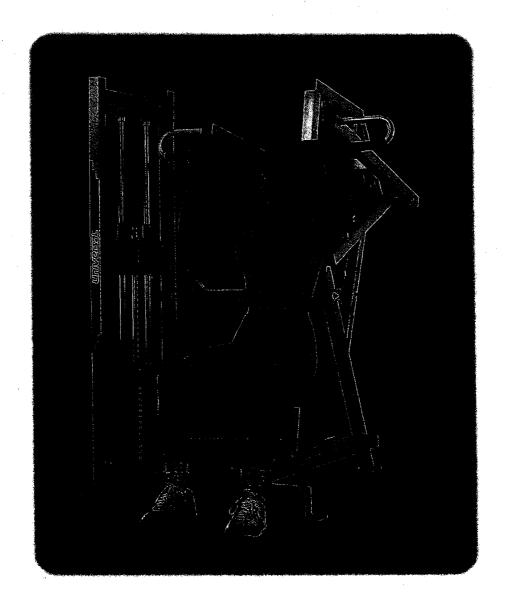
Key topics include:

- History and philosophy of employee associations
- Dealing with tasks: business meetings, the essentials of planning, budgets, corporate recreation, internships and workshops
- Dealing with people: Stakeholders, programmers, public relations/ marketing, communication, self-management
- Samples of many aspects of association administration (tax forms, job descriptions, company store inventories, sample programs, and liability waivers just to name a few)

Operating Employee Associations also provides a list of suggested supplemental references.

Whether you have an existing employee recreation association or are looking to start one, this book is a must!

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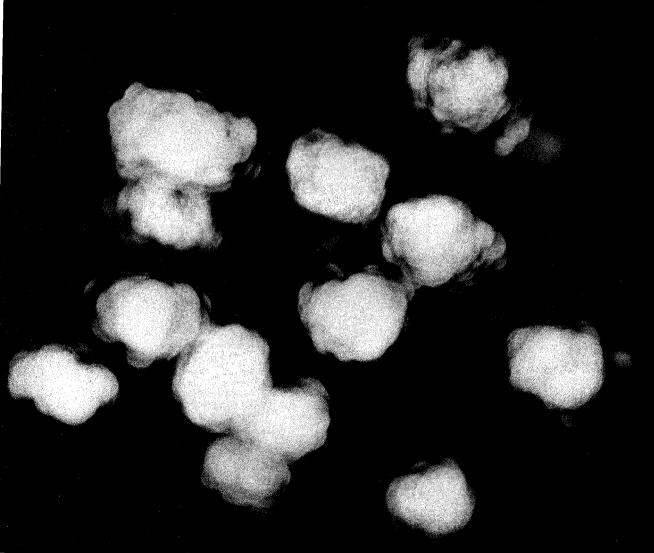
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# Employee Services

#### MANAGEMENT

Journal of Employee Recreation Health & Education February 1994



he Future of Leisure: Pright Lights & Glitter or Fireball?

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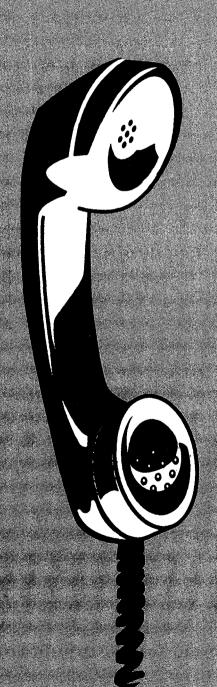
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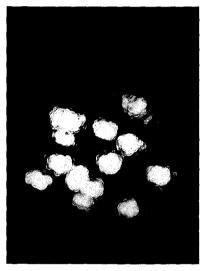
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- Much, much more!



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## Making A Difference Today & Tomorrow

by Cynthia M. Helson NESRA Director of Communications



V

This issue of

ESM can

make your job

easier today.

his issue of *ESM* offers you two perspectives. It brings you some thought-provoking concepts of the future and it addresses many of your everyday concerns.

First, the cover story, "The Future of Leisure: Bright Lights and Glitter or Fireball?" presents you with an in-depth look at the rapidly changing leisure profession. Read how society will change and how changing attitudes will either launch the leisure profession into the future or cause the whole profession to go up in smoke. Find out more about leisure professionals and what will become of them in the years to come.

Next, *ESM* focuses on what it can help you with today. This issue addresses some of your daily concerns such as recruiting volunteers and maintaining a photofinishing service. To help you recruit volunteers, we went to one of the highest ranked speakers at last year's conference, Bob Grimm. By profession, Grimm is a land surveyor employed by Pacific Gas and Electric Company but he is highly respected in his company as the volunteer Chairman of the Board of the 39,000-member Pacific Service Employees Association.

Bob shares his experience of appealing to employees' motivations and his insights on how to make people want to volunteer.

Whether you're considering offering photofinishing services to employees or if you have a program in place, read "Choosing The 'Picture Perfect' Photofinishing Service" to find out how to get the service you deserve from your supplier. Throughout the year employees appreciate the convenience of dropping off their film at work and with little effort, your ES&R program can benefit financially from this program.

Gaining management support is a constant challenge for many of you. It's especially vital if you're considering adding a fitness center to your facility. John Rath, who opened two fitness centers for Frito-Lay, offers advice on everything from gaining management support to designing

the center to staffing it and developing operational policies and procedures in the article, "A Bit of Advice When Adding A Fitness Facility."

Although planning trips for employees may be part of your usual responsibilities, *ESM* suggests you add a twist to your next trip by traveling by train. If time doesn't allow train travel to and from your destination, consider an air-rail plan. Take the train there and plane home. Browse through "When Getting There Is Half the Fun" to discover the pleasures of train travel.

Then, ESM wraps up with a collage of daily routines spiced up with great technology. Scan the Candid Corner article, "Signs of the Times" to see how technology has helped ES&R managers make strides in daily routines. Get a flavor for how advanced your company is and what new computer applications you can enjoy in the future.

Enjoy this issue of *Employee Services*Management. It could prepare you for opportunities in the years to come or it it could simply make your day a little easier.

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Employee Services Manage-





# **NEWS**

#### IN BRIEF

#### New Jobs Emerging from ES&R

mong 53 jobs analyzed A by consultants at William M. Mercer, Inc., a new survey reports three new positions, according to HRMagazine—and two of the three are emerging from employee services and recreation. Wellness program manager with median annual cash compensation of \$46,000 was reported by 65 participants. Work and family program manager, with median cash compensation of \$47,000 was reported by 23 participants. Outside employee services, top total quality executive, with a median cash compensation of \$105,000 was reported by 80 participants.

#### ▼ Hiring Trends

The Employment Management Association's yearly Employment Market Survey asked employers what jobs they would be hiring for and what application procedures appeal to them and to describe a general pulse of the hiring market.

Here are some of the findings:

- High-tech opportunities are most abundant. Engineering tops the list.
- Self-directed teams will replace many managerial positions.
- The shrinking labor pool is not yet a major factor affecting company hiring.
- Few companies are implementing hiring incentives.
- Candidate's screening standards are getting tougher.
- Companies are finding ways to more efficiently recruit candidates for jobs.
- Over 89 percent of employers prefer chronologically arranged resumes.
- Over 93 percent of employers negatively reacted to the use of coded resumes with a name included.
- The cover letter is as important as the resume.
- Employers don't like photographs included with resumes of job inquiries.
- Unrealistic expectations and poor presentation skills were among the mentioned shortcomings of most job applicants.
- Employers appreciate candidates who do their homework on a company prior to being interviewed. They also appreciate candidate follow-up after interviews.
- Employers are more positively influenced by hard information than stylistic presentation.

### Flextime Making Small Inroads

recent poll of 3,400 workers conducted by the Families and Work Institute of New York found that Americans feel they are working longer hours: 43 percent said the demands of their jobs are excessive, while 24 percent said they had no time for family, reports the *Chicago Tribune*.

Nearly half of these workers are women. Flexible work arrangements have begun to make a difference in the lives of these women.

Flexible work arrangements are basically condensed or shortened versions of the eight-hour, five-day work week. They include part-time (20- to 30-hour work weeks), job sharing (two people timeshare responsibility for the same job) and telecommuting (work is done somewhere other than the office, usually at home on a computer).

Some flextime contracts originate in companies' human resources departments through formal channels, but most are negotiated between employee and supervisor.

A 1992 study of work and family-related benefits conducted by the compensation consulting firm of Hewitt Associates, reported that the most acceptable arrange-

ments are still those in which productivity is measured in the traditional way, by time spent in the office. Flextime (73 percent) and part-time (67 percent) were the most popular; job sharing (32 percent) and telecommuting (14 percent), lagged behind.

#### V Unfriendly Computers

omputer systems built around graphics and icons are unfriendly to those whose vision capacities fell outside the standard range, says a researcher of the Western Blind Rehabilitation Center at the Veterans Administration Medical Center, Palo Alto, CA.

The Stanford Center, Stanford, CA is tackling computer accessibility at several levels. The research is working on: Translating the three-dimensional graphics depicted on computer screens to other forms, such as tactile information or sound, for the blind; Developing hand-held devices to speed communication between deaf and hearing individuals who share a common language, for example, English, but lack shared communication methods such as signing, lip-reading or cued speech. The

Center is developing personal accessors that allow individuals with differing perceptual and motor abilities to communicate with host computers through an infrared communications link.

Researchers comment that consumers need electronic products that give them the option to choose the form in which information is presented to them.

# Entrepreneurs Cause Brain Drain

The increase in early retirement packages and company downsizing is causing a brain drain of lost talent to employers as growing numbers of experienced out-of-work managers over age 40 turn their backs on the job market to become entrepreneurs, according to Challenger, Gray & Christmas, Inc., an international outplacement consulting firm.

The Challenger Index shows that for nine of the last 10 quarters, around eight in every 10 new entrepreneurs were over the age of 40. Many of these managers possess the qualities employers demand the most: leadership ability, innovative thinking and the ability to function well as team players.

A majority have weighed their opportunities for employment security against their personal agendas and have concluded that they are better off starting their own businesses.

Companies are recouping some of the lost expertise by hiring older entrepreneurs as outside contractors for consulting and other assignments. However, having the individual on a part-time basis does not benefit the company to the extent of fulltime availability.

# Asthma Inhalers Could Pose Problems

onprescription inhalers can provide relief for many of the nation's 8 million asthma sufferers whose symptoms are mild, but these devices can be dangerous if used continually, says a Stanford University Medical Center allergist, Palo Alto, CA.

The allergist says regular use of the devices may mask serious problems that remain untreated, even though symptoms are relieved. Second, continued use may build up a tolerance which reduces their effectiveness, and in some cases may make the condition worse.

Asthma, often triggered by an allergic reaction to an irritant such as airborne pollen, is a complex disease. It involves both bronchospasm, the narrowing of breathing passages often caused by an allergic reaction, as well as inflammation in the lungs.

#### ▼ Fading Memories

alf-inch VHS videotapes' life expectancy is much shorter than originally predicted, as short as 10 years, says *Fortune*. Research shows that unless magnetic tapes like VHS are carefully stored and maintained, their lives can be short.

Videotape is made from a base of polyester, which is coated with polyurethane. The coating acts as a binder, trapping magnetic oxide particles, the carriers of the magnetically encoded information, within the tape. That binding system is fragile: High temperatures and humidity can cause the urethane particles in the coating to react with water, break free, and migrate to the surface of the tape. The next time the tape is played, the oxide particles, no longer encumbered by their binder, peel off, taking the images with them.

To extend the life of your videotapes:

- Store the tapes at a temperature between 59-77 degrees F and a relative humidity between 40-60 percent.
- Fast-forward and rewind your tapes at least once every three years.
- Before storing your videotapes, rewind them from end to end in one complete, uninterrupted procedure, preferably with a separate rewind machine that applies constant tension to the tape.
- Buy only the highestquality tape. It is coated more evenly and will last longer.
- Seal the tapes in plastic bags, to protect them from dust, smoke, and moisture.
- Store tapes vertically, with the tape wound entirely onto the bottom spool and don't play them right away if they've been out in the heat or cold.
- Keep the tapes away from strong electromagnetic fields, like television sets and stereo speakers.

#### ▼ Easing Travel Troubles

B usiness travel can interfere with an employee's personal life, reports *The Wall Street Journal*. One company reimburses for child-care expenses when employees have to be out of town and their spouses aren't around. Unfortunately, less than 1 percent of the company's workers have used the program, but it is a useful recruiting tool.

Another company supplies lightweight, miniaturized breast pumps to nursing mothers who must travel and pays up to \$750 a year for child-care and dependant-care services needed when an employee is on the road.

#### ▼ Small Companies Band Together

T wo Massachusetts businessmen realized small companies could accomplish more together than they could individually, says Industry Week. The Enterprise Group in Manchester formed the Manufacturing Quality Alliance (MQA).

The Alliance's first step is to improve technical capabilities and the competence of employees, equipment and operations. In addition to sharing training costs, MQA members hope to share leads and information on technological advances.

# The Future of Leisure

# Bright Lights and Glitter or Fireball?

by Michael C. Winder, M.A.

The new, largely unseen, directional shifts of the past several years, a much more demanding and better educated consumer, and in many cases, less spare time, and the call for quality leisure experiences will keep the leisure industry scrambling well into the 21st century.

ow do you begin to plan for the future without the assistance of a crystal ball? A past, present and future view of leisure as a whole and employee services and recreation in particular will give a clearer picture of the future through greater understanding about the events that have brought us to the point we are at today. This point is truly a launching pad to a very bright future.

#### **Understanding The Past**

Many people seem to harbor the idea that we must always be looking ahead. Even the most recent past is ancient history. However, it has been said that a wise person will learn from their own mistakes, but a very wise person will learn from the mistakes of others.

In 1982, in the book *Megatrends*, John Naisbitt taught us about the trends from an industrial society to an information society. We were told that economics would move from national to world scales, high tech/high touch would replace the forced technology of the past and hierarchies would be replaced by networks. Over the last decade, these issues and others outlined by Naisbitt, have basically come to pass. Over the past 20 years, leisure generally, and specifically recreation in a corporate setting, has moved from being the ugly duckling to becoming a powerful force in the workplace and society.

There are still those who look at recreation as frivolous and a good place to cut back when the fiscal belt needs tightening. From the viewpoint of the people being served, recreation and employee services are generally viewed as a valuable part of the benefits package. When parts of a benefits package are put on the cutting block in an effort to curb spending or cut back costs, workers often look at walkouts or strikes as ways to make the point that benefits are important too.

The Mirage Hotel and Casino in Las Vegas, NV, enjoys one of the lowest employee turnover rates in their industry. Arthur Natham, the vice-president for human resources credits the employee benefits package for much of their success with employee retention.

The fierce corporate competition of the past decade only looks to become more intense. To be competitive in today's market, an organization must have the capacity to put the vast majority of its resources into producing quality products or services not recruiting, hiring and training new employees.

Money is not the only consideration for employees. There are now 61 percent of Americans who say they would trade additional income for more free time, reports Margaret Hartman in her article, "Do Americans Know How to Have Fun?" published in *Funworld*. Employee retention and job satisfaction are large factors in productivity. Employee services and recreation are able to play a significant role in retention and satisfaction. So, we enter the future from a position of power with great grass roots support. However, with closer scrutiny at the bottom line, the idea of what have you done for me lately is changing to what have you done for me today?

#### The State of Leisure Services

The same competition of the past several years has caused a great tightening of budgets. Most programs which offer leisure services charge membership and/or activity fees. Employees are paying to keep their benefits coming. As buyers, consumers, corporations, businesses, and managements, everyone wants the best bang for their buck.

Hartman reports, in 1989, Americans spent \$602 billion on leisure pursuits. This figure is higher than that representing the money spent on medical services and housing. Even food consumed at home couldn't come close; only \$448 billion. According to the Gallup Organization's 1990 report on Leisure Trends, as of 1990, the top

Americans
spent \$602
billion on
leisure
pursuits...
more money
than they
spent on

vices and

medical ser-

housing.

Chart A

#### **Top 10 Leisure Activities**

According to the Gallup Organization's 1990 report on Leisure Trends, as of 1990, the top 10 activities ranked by preference for women and men looked like this:

ank	Women	Men
1	Reading	Fishing
2	Socializing	Socializing
3	Television	Television
4	Sewing/knitting	Reading
5	Shopping	Team Sports
6	Vacations	Golf
7	Walking	Vacations
8	Gardening	Hunting
9	Movies	Hobbies
10	Swimming	Gardening

10 activities ranked by preference for women and men are shown in Chart A.

These trends and attitudes are reality. They are here today. There is one important point which is grand in importance and far reaching in scope that must be realized for the leisure industry to prosper. The future will certainly not be business as usual.

To be ready for the future, we must be systematically preparing now.

Looking to the future is pure speculation. The leisure trends of the past 20 years will serve as great informational stepping stones. However, forecasting for the future requires some basic understanding in five areas. These are: The people to be served, society, leisure professionals of the future, the future of the leisure profession and the future of programs and activities.

#### **People Served**

There are three main trends that can heavily influence leisure in the coming years. According to the United States Census Bureau, the total U.S. population is estimated to rise from 262 million to 392 million by 2050. There will be a

The changing minority picture, the aging of the population and the corporate exodus will provide a very different population to be served in the future. People will need our services more than ever before.

tremendous number of additional people to serve. Based upon current trends, minorities will comprise 47.5 percent of the total U.S. population by the year 2050. The Latino minority will become the largest ethnic group representing 22.5 percent of the total population.

A larger percentage of the U.S. population is considered older. Many hundreds of thousands of Americans are living longer. By the year 2025 older Americans will outnumber teenagers by a 2 to 1 ratio reports "Outlook '93" published in *The Futurist*. As baby boomers become older, programs will need to change to keep up with the changing needs of a greying population. Additionally, programs that serve retirees may be pushed to the limits by the rapidly increasing numbers.

There also appears to be a mass exodus from the large urban population centers to more removed, or at least, less populated areas. The area receiving the greatest number of these transfers is the Rocky Mountain West. The states of Idaho, Montana, Wyoming, Utah, Colorado and New Mexico had a collective population increase of 346,000 in 1992. Jordan Bonfante reports in his article, "The Sky's The Limit" published in the September 6, 1993 issue of *Time*, that Idaho led the nation in job growth, while Utah saw its personal income rise by almost 8 percent last year.

There are now several recruiting agencies that work to recruit entire companies, or at least divisions of large corporations, to move to their state or community. Competition is incredible. Offers to move include lower cost of living, lower labor costs and tax advantages. The future will see more of this competition.

The changing minority picture, the aging of the population and the corporate exodus will provide a very different population to be served in the future. People will need our services more than ever before.

#### Society

Society in the future will be very different from present day. In the 1960s the term "pregnant" could not be used on television. The "I Love Lucy" show used the term "expecting." Turn on the television today and the change from 30 years ago is overwhelming.

Women are now taking major steps forward in leadership and management. The leisure services professional that neglects this trend will miss many opportunities to serve an increasing number of influential people. Traditional sports leagues were generally for men only. That mentality is on the

way out (if not gone already). That is not to say that sports leagues are doomed, only that there is a great population, relatively new to the work environment, that deserves vast amounts of attention to program for their needs and wants.

Religion also seems to be making a large comeback. The largest increases in a particular religious movement are coming from the New Age movement. John Naisbitt and Patricia Aburdene in *Megatrends 2000: The New Directions for the 1990s* reports, "Religion is only one aspect of a holistic belief system for the "New Age." New Age involves the body, mind and spirit."

The potential for impact on how leisure is viewed can be revealed in how a given activity will interact with the body, mind and/or spirit of the participant. Never before have these types of considerations needed addressing to such a degree.

Society has also become more conscious about environmental causes and concerns. This is accompanied by greater concern with the individual and his/her rights, privileges and entitlements.

People in the workplace are being empowered.

The changes in societal views can significantly assist or seriously damage leisure services. The leisure professional will always have many classic recreational and leisure pursuits to choose from when building a program. But, even sports leagues are not exempt from change. More people want to see better sportsmanship and participation for the joy of the activity, not just winning.

The types of programs that interest people are as numerous as the people themselves. A valuable tool to assess interest, solicit ideas and seek program evaluation is the survey. Without this type of tool in use on at least an annual basis, the program of the future could quickly lose touch with the people being served. Any survey should be announced in advance, be well thought out and be the type of instrument that will yield quality information about the people being served and their wants, needs and ideas.

#### The Professional

The very key of the entire future is the professional. As the professional goes, so goes the profession. Abraham Lincoln said, "When you are through learning, you are through." There is great truth in Lincoln's thought. The leisure professional of the future will need to be a well-educated, upbeat visionary that can look at reality and possibility at the same time. Remaining on the cutting edge will require greater personal commitment to the profession than ever before.

The potential for impact on how leisure is viewed can be revealed in how a given activity will interact with the body, mind and/or spirit of the participant. Never before have these types of considerations needed addressing to such a degree.

There seems to be no perfect model for the future leisure services practitioner. The person must, however, be involved in professional organizations, continuing education, adept at all parts of the job and a master doer. Continuing fiscal concerns will cause budget tightening. Tightening causes staff reductions, or a minimum of status-quo staffing. Professional recreators will need to develop talents in many areas and be capable of wearing many hats at once while being successful in wearing each hat in turn.

A positive attitude is contagious. This field has so much to offer. Professionalism in recreation and leisure on the part of all employees is essential. Recreation and leisure are often the first cut when budgets tighten. The circle of influence created by the "professional" is a simple one. Have a great attitude, better attitudes mean more and better quality work can be accomplished; more and better quality work means more service is rendered at improved levels; better service becomes word of mouth public relations; better public relations and program enhancement becomes something every employee can take pride in; greater personal and professional pride brings an even better attitude and a higher level of service. The circle continues and everyone benefits. A positive portrayal in the future will be paramount to the success of our programs.

#### The Profession

There are several steps that need taking by the leisure industry as a whole. The lead needs to be initiated through the professional organizations. Professional certification programs need to be put into high gear. We have a profession. Not everyone can do what is routinely done by leisure professionals on a regular basis. The expertise that makes a leisure professional needs to be quantified and criteria set for professional competency, testing and certification programs. There are several organizations doing certification on a small, mostly voluntary scale. However, this process of examining, testing, and certifying must become an industry standard to

## are leading us into the future. Experience and education should count heavily but not be a guarantee for certification. Part of a certification program should be a

add credibility and to insure that quality people

Part of a certification program should be a professional ethics program. Because many choices we have today, and will have in the future are clouded with ethical considerations, a basis of ethics is increasingly important.

If you were to ask the majority of professionals about situational ethics, the responses would be very predictable. Few, if any, would ever intentionally choose an unethical path. Yet, every day there are people making choices that, in the long run, may hurt recreation and leisure. The choice may be simply cutting corners to save time, money, or some other consideration. Base this in a sagging values system, tough times for the economy, or whatever you like. The fact remains that people choose things that they view as the easier or better way when they should know better. The key to overcoming this problem in the future is stewardship and accountability. Give people their responsibility (stewardship) and hold them accountable for what they do. Even within that framework, there will be some who choose the lesser path. A well published, well thought-out code of ethics would let professionals know ahead of time what the minimum acceptable standards of conduct and activity are within the field.

This alone is not a cure-all for problems. But, having a code of ethics can assist with better and more ethical decisions being rendered. Better decisions mean better programs over the long haul. Better programs mean that everyone wins.

#### Chart B

### Forecasts for the not-too-distant future.

- Home computers will someday be as powerful as today's supercomputers. Computer memory quadruples every three years.
- 2. Information services will not only allow people to commute to work electronically, but engage in many other social functions via computer, such as electronic shopping, banking, trading securities, voting, getting physical check-ups and psychotherapy.
- **3.** Virtual reality and computer simulation will become a major element of education and worker training.
- Gardening will become more popular as baby boomers mature and settle into homes. High technologies that allow people to telecommute to work from home will reinforce people's interest in beautifying their surroundings and keeping in touch with nature.
- Shopping vacations are becoming increasingly popular among budget-conscious consumers. Shopping malls themselves are becoming amusement park types of tourist attractions.
- **6.** The number of people working at night will increase due to international competition calling for work during hours that match business hours in different time zones.

#### **Programs and Activities**

The largest changes in the leisure industry are taking place in the programs and activities offered. Information and events coupled with technology have moved us from the peaceful good ole days to times where thrills and excitement gain intensity at every turn. There appears to be a large and growing segment of the population that needs the rush of the thrill like a narcotic. Greater intensity and more frequency with ever increasing doses are required to achieve the thrill. So many things that used to tantalize, entertain and amuse are ancient relics. To those in need of bigger thrills, the futurists have great predictions in store. The World Future Society in its Outlook '93 publication offers the six ideas in Chart B as forecasts for the not-too-distant future.

The technology and changes that are coming in the next few years will astound you. Louis Brill, in his article, "Get Real" published in the July, 1993 issue of *Funworld* says, theme parks, shopping malls, and arcade centers are cashing in on the changes first. These businesses have generally realized the need to stay on the cutting edge of technology. The high dollar investment is closely related to these businesses staying in business.

The quantum leaps in technology have revitalized special effects and animation. Virtual reality and holograms are relative newcomers to the entertainment industry. Old planetariums are seeing their daytime educational use continue. Evenings see grand transformations as rock music pounds from speakers and lasers dance across space.

The hottest topic, however, is Virtual Reality. Being there without being anywhere is the newest rage. Brill states, "In 1993, there will be over 140 installations of virtual reality pods as compared with only 40 a year ago. The largest concern is the relatively small numbers of people that can use virtual reality hardware. The largest capacity for a system presently in use is approximately 30 people per hour.

There appears to be a large and growing segment of the population that needs the rush of the thrill like a narcotic...

The hottest topic, however, is Virtual Reality. Being there without being anywhere is the newest rage.



A pilot at the controls of his virtual reality pod. From here he can engage opponents in the ritual of battle. Photo courtesy of Virtual World.

#### THE FUTURE OF LEISURE

As capacity increases, so will use in theme and amusement parks says Douglas King in his July 1993 *Funworld* article, "Virtual Reality, Where are You?" For now, arcade centers are the prime users with a 2-4 year wait before virtual reality is meeting the needs in large parks.

Another program that will be a necessity in the future is leisure counseling. With fewer hours for leisure, employees will need a person that can assist with direction on leisure alternatives and where to find them. People want more from leisure and often do not know where to go to find what they seek. A

well versed professional recreator will be able to quickly assess needs and wants and offer ideas on where such activities can be found.

#### Conclusion

We truly enter the future from a position of power. The employee services portion of a benefits package is not something to be trifled with. The people we serve want more and better services so we must offer and add value through what we do.

As professionals, we must remember what Dave Maisch says in his article, "Planning Begins With A Vision," "without an accurate picture of where we have been, we cannot effectively determine where we are headed, nor develop and make the necessary changes to assure a productive future. The best leaders in any field use the research gained from reviewing their history to create a vision of the future. This vision helps to create a road map of your program and its ultimate destination. And, while there may be roadblocks along the way, having a clear vision of your ultimate destination helps ensure that you are prepared to make the changes necessary to achieve both your personal and business objectives."

We must not brace against the coming changes, but rather, open up and flow with them. The future needs more leaders than managers. The question remains. Is the future bright lights and glitter or a fireball? Only time will tell. Yet, from where we have come from and where we stand now, the future looks fantastic.

Michael C. Winder, M.A. has served as leisure services director for Sandia National Labs, Albuquerque, NM and presently is an assistant district manager for Farmers Insurance Group in Murray, Utah.



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## Successfully Recruiting Volunteers

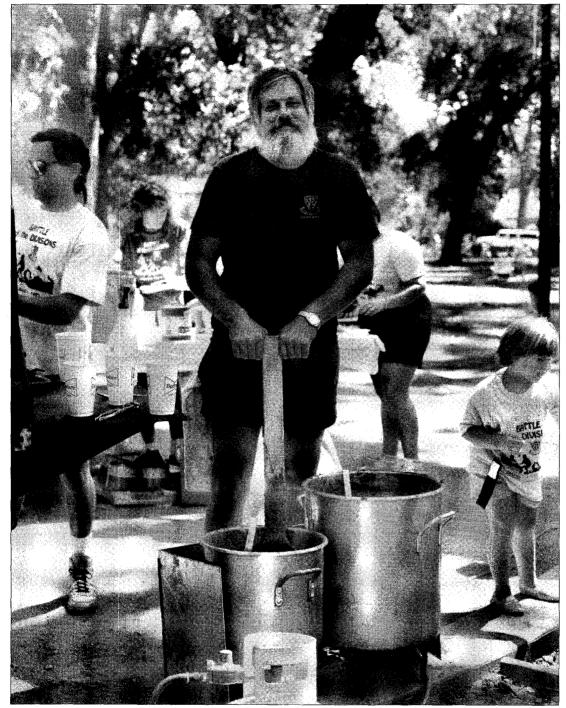
It has been said that managers get people to do things, while leaders get people to want to do things.

by Bob Grimm

s leaders, we must create enthusiasm and excitement for volunteers. By sincerely believing in the people we inspire and motivate, we activate their natural sense of service, responsibility, commitment, and contribution which creates an atmosphere of growth and opportunity. The more you learn, with believable, genuine interest, about the people you are recruit-

s leaders, we must create enthusians and excitement for volunteers. By sincerely believing in the people we inspire and motivate, we activate their natural sense of service, ing, the more effective your efforts will be. Dale Carnegie said, "You can make more friends in two months by being interested in other people than you can in two years by trying to get other people interested in you."

A successful Volunteer Succession Plan includes the recruitment, training, recognition, and retention of volunteers. This article will discuss many areas of recruitment.



Bob Grimm makes serving chili at picnics and other volunteer activities look like fun.

#### **What Motivates People**

The first phase of recruitment is encouraging you, the recruiter. People do volunteer. According to the "Giving and Volunteering in the United States, 1992" survey conducted by the independent sector in Washington, D.C., a study of trends in volunteerism showed:

■ 94.2 million adults volunteered 20.5 billion hours in 1991

- 51 percent of all Americans volunteered in '91
- Average hours volunteered per week increased in 1991
- The business sector is the fastest growing pool of volunteers
- 44 percent surveyed were asked to volunteer in 1991, of those asked, 86 percent actually did.
- 55 percent surveyed were not asked to volunteer in 1991; of those 24 percent actually did.

#### RECRUITING VOLUNTEERS

The fact is: "Because I was asked" is the reason most often given for volunteering. The most significant way to increase volunteerism is to ask more people to help.

In her book, *Working With Volunteers*, Katheryn Wiedman Heidrick, Ph.D. cites some of the reasons people volunteer are to:

- Gain experience and self knowledge
- Gain achievement
- Meet expectations of others
- Increase social contact
- Reciprocate for past services
- Pay in advance for future services
- Help others
- Gain recognition
- Fill leisure time
- Express self
- Express interest in a cause or activity
- Make a significant change in society

Realizing why people volunteer helps to understand their motivation. Successful recruitment is dependent upon understanding a volunteer's needs and personal motivation. The



Volunteers wait to handle registration at an employee activity.

excitement of an organization must come from within. You should not build from the outside inward, relying on your volunteers to motivate; rather instill a sense of ownership, value and importance filled with fun and adventure to attract volunteers. Bring your organization closer to the people. Attract people to common purposes by appealing to their values, interests, hopes and dreams.

People usually become volunteers as the result of one of the following three actions: They are asked, recruited or elected. Elections create excitement and are an indication of the perceived value within the organization. Elections are a recruiter's dream as they place value in volunteering. Encourage elections because they provide the foundation for democracy. The nomination process alone is a useful tool for potential volunteer identification. When people nominate others, ask why the nomination was given. This recognition can provide the motivation for service and contribution. Nominating committees play an important role in volunteer recruitment.

#### **Developing A Succession Plan**

You should have a Volunteer Succession Plan. This provides the philosophy and direction of the volunteer recruitment efforts in your organization. A recruitment plan formalizes the thought process of individuals and provides the focus and framework of a collaborative awareness toward volunteerism. A Volunteer Succession Plan is more than one-on-one recruiting. It is an organization's behavior toward the principles, practices, and attitude of volunteer recruitment, training, recognition and volunteer retention.

Recruiting volunteers ranges from informal conversation to recruitment campaigns. The purpose is not merely to attract volunteers but to recruit individuals who will remain dedicated to their commitment. Only honesty will allow an organization to achieve this goal.

Your recruiting process should take you to all areas of your organization. This helps to expand your communication network and develop a balanced and diverse program. You should have a system to identify potential volunteers. An effective way to do this is an annual employee questionnaire on interests, community involvement, current and previous volunteer activities, etc. This useful recruitment tool will help to identify common ground through interests. It also provides an awareness for the many unknown success stories within your organization. You should be on the lookout for talent and willingness among the people in your organization. Inform them that volunteerism provides the opportunity for them to learn something new and to develop skills outside their career paths. Through volunteering they will experience personal or professional growth and positive feelings associated with doing something worthwhile. They will also have the chance to test new skills or activities in a relatively risk-free setting.

Use position descriptions so potential volunteers will have a clear understanding and realistic time commitment of what's expected. Volunteers must feel comfortable. A typical position description is a detailed breakdown of what you and the

recruit should know about the position. It should contain a position title and a statement of roles and responsibilities. It should identify a minimum time requirement, specific qualifications and skills desired and reporting relationships. Tasks and time lines should be spelled out and necessary paperwork should be explained.

Open ended recruitment is difficult at best. Consider the following simple but illustrative example: instead of "Hi, will you help at the picnic on Saturday?" try "Hi, will you help serve in the food line from 1:00-2:00 p.m. at the picnic on Saturday?" The latter approach allows the recruit to clearly understand what, when and where.

Be flexible in your recruiting. I was chairperson of a program that included a children's activity committee. Traditionally this committee sponsored three events. No one wanted to be the chairperson. Instead I recruited three event coordinators and they became the committee. Individually they reported to me with respect to their event. As it turned out, all three became actively involved in each other's events. In this case, by being flexible and creative I went from no volunteers to three.

#### **Promoting Fun**

Build a reputation for having fun. It is recognized that volunteering will not always be fun and enjoyable. However, the overall experience must be worthwhile and positive. Volunteers give freely of their time. It is difficult to recruit when other volunteers can be seen not enjoying themselves.

Develop a program that radiates positive energy. In exchange for the forced smile during difficult times that volunteers experience now and then, try to offer an overall positive and rewarding experience. In one chapter that I chaired, the annual recognition dinner was too formal and stuffy for me. In fact I believed, most went only for the free meal. I tried something different to help develop fellowship and enthusiasm.

Instead of a formal dinner, I included the spouses and we went to a pizza parlor. When was the last time you went out with a group for pizza and didn't have fun? Besides the traditional recognition gifts, I gave all the women flowers. I recognized both volunteers and supporters. We had fun. I made every attempt for the volunteers to feel special, appreciated and important. I made heroes of them and their efforts.

The enthusiasm was contagious and created the excitement which provided the foundation for our success in the coming year. Members of the chapter wanted to know how they could become a part of this recognition and fun. They became

more willing to volunteer because they saw people doing something worthwhile and having fun at it. In a small but effective way we have created value and importance in volunteering. We were investing in our volunteers, they were having fun and we were meeting some of their needs. Incidentally, even with inviting the spouses, flowers and the little extras, it was less expensive than the formal dinner.

#### **▼ Recruiting**

- Believe in other people and their sense of service
- Learn about the interests of the people you are recruiting
- Understand volunteers' needs and motivations
- Match abilities with interests
- Encourage elections for filling positions
- Use a nomination process to identify potential volunteers
- Recruit from all areas of the organization
- Look out for talent and willingness
- Have a system to identify potential volunteers
- Develop and use position descriptions
- Be flexible and creative when recruiting
- Build a reputation for having fun
- Never use guilt to persuade or motivate
- Always be honest and realistic, be up front

#### Conclusion

Finally, be positive, encouraging and honest in all your recruiting efforts. Never attempt to use guilt to persuade or motivate. A volunteer organization is only as strong as its volunteers. If the volunteers really don't want to be there, your program will show it. No single recruiting approach will work for every volunteer. However, your ability to understand volunteers' needs and motivation, coupled with a strategic recruitment plan will help provide for your volunteer connection.

Bob Grimm is a professional land surveyor employed by Pacific Gas and Electric Company (PG&E). His 1993 affiliations include Chairman of the Board of the 39,000-member Pacific Service Employees Association (PSEA) and President of the California Land Surveyors Association (CLSA), Northern California Chapter.

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by Katheryn Wiedman Heidrich, Ph.D.

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Here's what Jeanie Calvin, Safeway Employees' Association division secretary, has to say:

"Everyone who works with volunteers should get this book. Working with Volunteers from NESRA...has been the single most helpful piece of literature it has been my pleasure to read since I began working in employee services 12 years ago."

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# Choosing The "Picture Perfect" Photofinishing Service

hen it comes to offering a discount service that truly appeals to just about every employee in your company, not many equal the popularity of an on-site photofinishing service. A recent photographic industry's consumer survey reveals that 9 of every 20 U.S. households own a conventional camera. Furthermore, each household shoots an average of 12 rolls of film each year. It's possible that a company with 1,000 employees could have as many as 10,000 rolls of employees' film requiring processing each year. Add in the additional requests for reprints, enlargements, photo greeting cards and other ancillary services and it's easy to see the enormous demand for a photo service at your company.

Choosing the "right" photofinishing service could mean the difference between your employees using their on-site photo service, or taking their film developing needs elsewhere. There are five key elements of a photofinishing service you need to research before implementing a successful photo service. They are:

- Quality
- Pickup and Delivery Service
- Pricing
- Customer Service
- Promotions

As we review each of these elements, keep in mind that the most effective way to research a photofinishing source is to ask a prospective lab for several NESRA member companies as references. Speak with your fellow NESRA members and discuss each of the items in detail. If a lab has no NESRA members as existing customers, gather your information from several of the local retail outlets they presently service.

#### Quality

By far, the most important aspect of your photo service is that it must feature a high quality finished product. Consumer research consistently lists quality as the number one criteria by which people choose their photofinisher. Perhaps the best way to check out a photo lab's quality is to take a tour of its facilities. During your visit you'll have the opportunity to see plenty of pictures. Look for true colors such as, blue skies, white clouds and green grass. Check to be sure there are no dust marks on the prints. Finally, look at some negatives. Make sure they are free of any scratches or other markings. As extreme as this may seem, the importance of good quality cannot be over emphasized when choosing a photofinishing service.

#### **Pickup and Delivery Service**

To offer a reliable service, your photofinishing service must provide a daily pickup and delivery, Monday through Friday. Insist on a pickup and delivery time which is consistent each day. Erratic pickup and deliveries will cause delays in photo orders being returned. If your employee store or activity association operates on limited hours, look for a photo service that can offer a pickup and delivery time that meets your needs. Consider a conveniently placed self-service photo drop box which will allow employees to drop off their photo orders at their convenience instead of waiting for your store or activity office to open.

One-day service is considered the industry standard for original color print roll processing. Your employees will expect the same from your service. However, "guaranteed next day service" is not recommended. It's better to allow your

by Tom Kearns

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It's possible

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have as many

as 10,000

rolls of em-

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each year.

You should expect your photo service to present an annual promotional calendar, detailing the special offers for the entire year. In addition to monthly specials, your photofinishing service should offer special weekly promotions follow-

photo service the opportunity to delay an order an extra day if they feel the original quality can be improved. When an order is delayed, the lab should have a system of informing your employees as to why their orders have not been returned on time. Either a phone call or a delay notice will do. Additional services such as reprints, enlargements, movie and slide processing plus special services will usually take anywhere from 3-7 business days to be completed.

ing major holidays.

#### **Pricing**

Photofinishing is not a tangible product. It is very much a service, consisting of several variables. Therefore, the lowest price doesn't necessarily mean the best buy. It's up to you to compare each photo service's overall program and then make your decision. When comparing prices, ask for a photo service's cost prices. Cost prices make it easier to do price comparisons. Whatever profit you plan on making, if any, can then be formulated from the costs. Investigate area retail shops' prices and plan to be competitive. A good photo service should be able to provide you with these prices. A great photo service presents these prices before you even ask.

Before reviewing the final two elements, it should be noted that the easy part of your research for a good photofinishing service is over. There happens to be several photo labs available who feature the fine quality, dependable pickup and delivery service and the competitive price you're looking for. However, it's customer service and promotional planning that begin to separate the great photofinishing services from the good ones.

#### **Customer Service**

Unfortunately, photofinishing is not an exact science. Photo labs will make an occasional mistake. A misprinted order or a missed pickup and delivery are just a couple of examples of what may go wrong. As strange as this may sound, sometimes the best way to find out just how good or great a lab is, occurs when something does go wrong! It would be wise to ask a prospective photo lab to discuss some possible mistakes that can be expected, and what their lab would do to correct the situation. For example, let's say an employee ordered an 8"x10" enlargement. However, the lab printed the wrong negative number. A good photo service will reprint the order correctly and return it as soon as possible. A great photo service will call the employee to apologize. Then, they'll call the employee again to tell them exactly when the corrected

order is being returned. Finally, the photo service will enclose a coupon good for a new free 8"x10" enlargement as their way of saying they're sorry. Pay close attention to the extra efforts a lab would provide. It's that kind of customer service that is needed in a corporate environment, where word of mouth can make or break your photo service's success.

The most effective way to handle the customer service aspect of photofinishing service is to have your employees speak directly to the photo service. In addition to saving you and your staff valuable time, it allows the employee direct communication and immediate answers.

Look for a photo service that offers a toll-free number, preferably with extended hours, featuring a specially trained customer service staff to answer all your employees' photo questions.

#### **Promotions**

Too many times a well planned onsite photofinishing service never reaches full potential due to poor promotional planning. Retail stores featuring photofinishing are constantly offering additional savings throughout the year. Your photo service must aggressively promote if you want to get the majority of your employee's photo business.

The important thing to remember about planning promotions is that you shouldn't have to do it! Promotional planning should be the main, if not the sole responsibility of your photo service. It also happens to be a photo lab's most opportune time to show you just how committed they are to making your photo program a success.

To begin with, you should expect your photo service to present an annual promotional calendar, detailing the special offers for the entire year. In addition to monthly specials, your photofinishing service should offer special weekly promotions following major holidays when picture taking is at its peak. Special offers such as a free second set of prints or a free replacement roll of film with each roll processed are very popular. In addition, discounted prices for reprints, enlargements and prints from slides are

examples of other special offers your employees will enjoy. Each special offering needs to be supported by professional looking promotional material such as signs, counter cards, flyers and even camera-ready artwork, should you wish to do some promoting through your company newsletter or such.

Most importantly, look for a photo service that realizes that there's a tremendous opportunity to cross promote photofinishing with other employee activity events you offer. Free family photos at your employee picnic, lunchtime seminars offering tips on improving photo-taking techniques, employee photo contests and offering \$2 off film processing coupons to employees who participate in employee blood drives are just a few ways to enhance your existing activities with photofinishing.

#### Conclusion

Don't be satisfied with a photofinishing service that simply picks up and delivers film. As part of the ES&R market, you deserve an innovative and dedicated photofinishing service that understands and meets your special needs. Your goal is to find such a service. When you do, your photofinishing program will be "picture perfect."

Tom Kearns is the national sales manager of Employee Photo Service, U.S.A., a service of Fuji TruColor. Tom has 18 years experience in the photofinishing industry, dedicating his last 11 years exclusively to the ES&R market. Kearns also serves as Associate Member Representative on NESRA's Board of Directors.

Most importantly,
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### Health promotion

## A Bit of Advice When Adding A Fitness Facility

by John Rath

he following article is meant to serve as advice for anyone contemplating the addition of a fitness facility. It utilizes several of the important concepts such as getting close to the customer, inclusion and empowerment now being recognized by successful organizations.

#### Step I Know Your Customers

If a fitness facility and its programs aren't in demand by your customers or potential customers, you need to either create the demand for such a facility or forget the idea. The more you know the demographics and preferences of potential customers, the better you'll be able to plan facilities and programs. Within a corporate environment, there may be two or three categories of customers: The Users, The Decision Makers (re: funding and policy making) and The Supervisors.

Users: You'll want to ascertain who they are and what they want to do. Groupings could include men, women, age breakdowns, family members, retirees, guest users or contractors. There are many ways to get this information, but my suggestion is to use more than one method and use at least one highly interactive face-to-face method (i.e. personal interview, focus group). It is reported at our sister division, Pepsi Cola, that former PepsiCo chairman, Don Kendal, talked to customers at many grocery checkout lines before going ahead with Diet Pepsi.

**Decision Makers:** These people may or may not be users, but whether they are or not, it's important to know what they expect from their investments of time and money. Realistic and agreed upon expectations are a key to ongoing support. Also, knowing what the attitudes of key decision makers are and their biases can be im-

portant when developing proposals, marketing strategies or facilities.

The Supervisors: The supervisors are an extremely crucial group because they can create significant roadblocks, either real or imagined, for the users. Even supervisors who use a facility/program can create barriers to their subordinates, therefore understand their concerns (which should be focused mostly on work output) before proceeding. And don't hesitate to use them as a resource for solving problems and generating ideas.

## Step II Determine why you want a fitness facility

Many good reasons can be given for having a fitness facility. Some are cost reduction related and possibly quantifiable in dollars and cents. Others are non-cost related and measured in ways other than dollars and cents. Examples include: Enhancing the corporate image, being a recruitment tool to attract the desired employee profile, enhancing corporate morale, teamwork, communication, etc. And, we all know about the company that has a facility because the CEO wants one.

None of these are bad reasons, but you'll need to know what your particular one is. Your facility design, programming plans, amenities provided, staffing and other operational decisions will be based on this reason.

## Step III Make sure there are no conflicts between Step I and Step II

A word of caution and advice: If you and company management/users are not in agreement

If you think
you're ready
to add a fitness facility
to your health
program, you
should read
this article to
be sure
you've
addressed
critical

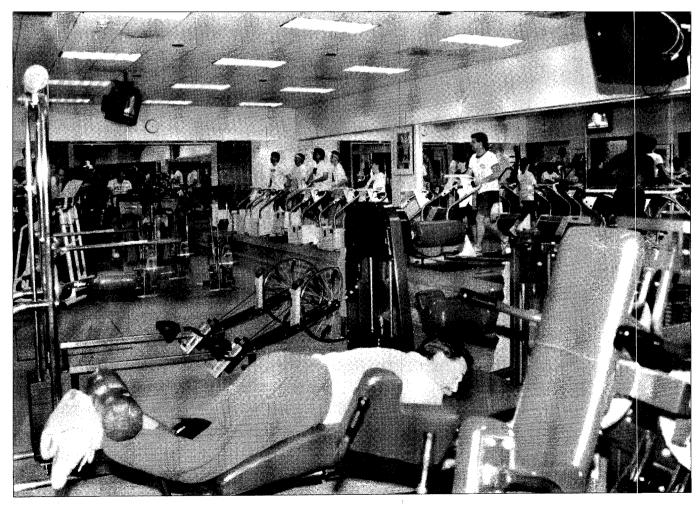
issues.

with the outcome of Step II, or feel that following the reasons for having a facility or program are in conflict with Step I, now is the time for discussion and resolution. For example, a user group with a median age of 33 in a white collar headquarters environment and a decision maker group concerned with recruiting young MBAs from the college campuses, probably should not have reduction of medical costs as its primary reason. A young workforce generally doesn't have too many catastrophic illnesses such as heart attacks, etc. and young, energetic recruits are probably more concerned with personal image and variety of activities than with risk factor reduction.

## Step IV Establish the physical space available

Knowing your customers and reasons for having a facility will help you with designing your space. In the ideal situation, there are no limitations or restrictions of funds or existing space, but I'd suspect that's a rarity. You may need assistance from a space planner or architectural professional at some point in this process, but I recommend going it alone to start. It's your program and you should have the vision. A few considerations include:

- Determine how much room you have to work with and what space/physical limitations or obstacles exist.
- Develop a preliminary vision of the general layout, including traffic patterns, supervisory stations, security and safety concerns (i.e. exit doors), privacy issues in both the exercise areas and locker rooms, and allowance for periodic rearrangement of equipment, decorations, etc.
- Obtain general knowledge of the capital budget required for renovation of existing space, development of new space and equipment costs. Ballpark figures exist per square foot basis and are available from real estate or space planning professionals and will vary by area of the country.
- Prepare a general 3-5 year facility development plan to guide you in the initial design. There's



nothing worse than exceeding your participation goals only to find that your locker area can't be expanded.

■ Research the types of exercise equipment needed for your objectives.

After working through the above considerations, you may want to visit other facilities (commercial, private, nonprofit, corporate or collegiate) to inspect their physical space. Evaluate each facility using the above considerations.

#### Step V Make decisions regarding operational issues and policies

While evaluating physical space considerations, you might have also discussed some of the operational issues and policies. These steps often are considered concurrently. Major operational decisions include charging fees, who is eligible to participate, safety/security systems, level of staffing, provision of amenities, liability issues and the operational budget required.

Cost sharing in the form of user fees/membership dues has the advantages of providing income to supplement any company contribution, reduce the number of infrequent or nonusers, serve as a gauge of true interest and give the user a feeling that s/he has more of a right to voice his/her opinions. Because payment of dues, whatever the amount, makes users declare a value on the service, many organizations take this approach. Eligibility for facility use depends upon how much facility capacity exists, corporate philosophy toward family/friend involvement, funds available (nonemployees could be a source of income by charging higher fees compared to employees), the type of security system (Do you want to give nonemployees easy access to your work areas?) and liability concerns (What if a guest gets injured in an unsupervised facility?).

Once you know who will be using the facility, how will you ensure safety and security for participants and for your program? Considerations here range from screening participants for health risks to controlling access to making sure you don't have abuse of equipment and supplies. Layout and design decisions made earlier will play a key role here as will a decision on how to staff the fitness center. Entrances and exits, windows for observation, card controlled or camera controlled areas, telephones and emergency alert systems all are important for safety and security. Consider health history questionnaires to screen for health risks before allowing use of equipment. But some-

one must be responsible for ensuring the appropriate safety/security systems are in place.

Many corporate fitness programs provide participants with amenities such as towels, uniforms, shower soap, shampoo, hairdryers, curling irons, razors and other toiletries. Budgets seem to be the most significant variable. Other considerations are co-objectives (i.e. a teamwork objective may imply simply standardized uniforms) and support systems to maintain high service levels.

Personnel resources are going to be needed to operate and maintain any fitness facility. The facility needs to be open and closed, equipment cleaned and maintained, questions of participants answered and administrative chores completed. The larger the operation, the greater the need for dedicated professional staff. My recommendations when hiring an individual to manage a program/facility is to look for appropriate educational background and practical experience.

Despite supervised fitness/exercise facilities having very good records regarding injuries, liability issues can be an obstacle to establishing a fitness center/program. Your biggest concern is avoiding negligence. Acts of negligence can lead to lawsuits if injury occurs, therefore be sure you're covered under the company's policy or your own individual program's policy. Be sure to understand the worker's compensation insurance laws for your state and if/how they apply to corporate fitness programs. In recent years, several states have changed their laws exempting fitness/recreation programs from worker's compensation guidelines. Also educate yourself about the medical coverage options which may come into play if an employee needed medical treatment. Of course, accident reports, first aid kits, CPR and first aid certified leaders are a must. A phone must be placed in the center so participants can call for emergency help if needed. Whether or not to have waivers still remains a controversial issue, best decided after consulting with legal experts.

Annual operating budgets can be as simple or as complicated as the program. On a monthly or period basis, actual expenditures and revenue should be compared to the original plan and adjustments made in the form of a forecast. Larger budget items should include salaries, equipment depreciation and amenities/supplies. Activity costs will vary program to program. More sophisticated facilities/programs will have a two or three year operating plan.

Be sure to
understand
the worker's
compensation insurance laws for
your state
and if/how
they apply to
corporate
fitness
programs.

#### Step VI Review and Modify

It's now time to review the outcome of the entire process to ensure congruence. You should make sure that facility design and operational issues support your objectives and customer needs. Take advantage of the interest of your employees and empower them in focus groups to evaluate the entire project. As discrepancies arise, take the time to resolve conflicts.

#### Conclusion

When considering adding a fitness center, be sure the demand for the center is a real one and that users, decision-makers and supervisors all agree on why you need a center. Then, perform research on how to present the concept of a center to decision makers in a manner that will meet with success. Once you get approval, have a clear understanding of how much space and financial resources you have to work with. Develop a plan

for an immediate fitness center and a 3-5 year plan for expansion. Choose building materials and equipment carefully. Then, make decisions regarding operational procedures. When considering staffing, pay attention to liability issues. Then establish accounting procedures for the center. Finally, evaluate all your decisions and modify them as needed.

John Rath, is general manager, Frito-Lay Employee Association, Plano, Texas.



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## The Time Has Come...

...to send for the latest copy of the free Consumer Information Catalog.

It lists more than 200 free or low-cost government publications on topics like money, food, jobs, children, cars health, and federal benefits.

Don't waste another minute, send today for the latest free Catalog and a free sample booklet. Send your name and address to:

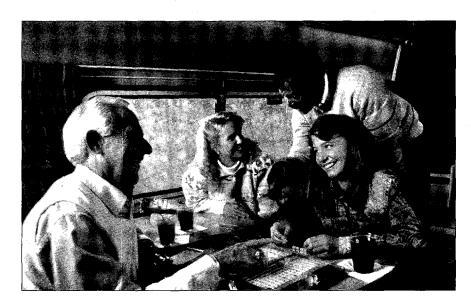
Consumer Information Center Department TH Pueblo, Colorado 81009



A public service of this publication and the Consumer Information Center of the U.S. General Services Administration.

#### ravel Ideas

## When Getting There Is Half The Fun



"There's something about a train that's magic." The 
"romance of riding the rails" is still very much alive in 
today's busy and hectic world. Seeing America by train 
will always mean a great deal to those who take 
advantage of this unique mode of transportation.

ust picture this: It's a sunny morning, you board the train. You immediately realize that there is plenty of room for you and the family. The aisles are wide, the seats are comfortable, and there's ample leg room to stretch out and relax. You take the seat next to a large window and you begin to experience America. The wind dances through the wheat fields of the midwest, the autumn leaves decorate the winding creek beds, snow-capped mountains and lush forests stretch out for miles. America's strong steel cities stand; tall, vibrant colored sunsets cover the desert...are you beginning to feel it?

While train travel has been popular for several years, it may not always have been your first transportation choice when planning a vacation. The benefits of train travel are numerous. The travel experience is unlike any other you will ever have.

by Ramona Legowski

#### **Destinations**

Traveling by train, Amtrak in particular, literally opens the whole U.S.A. up to you and your employees as a vacation destination. Over 500 destinations on a variety of routes are available to choose from.

Amtrak's Great American Vacations offer customized packages that include hotel, sightseeing tours, car rentals and other features, along with rail transportation.

Special programs for seniors aged 62 plus or families are also available. Free room upgrades or free breakfasts are some of the types of "extra values" available for these types of travelers.

#### Not sure where to go, need a recommendation?

Here is a list from among top visited cities on an Amtrak Great American Vacation:

- Orlando, Florida
- Seattle, Washington
- Washington, DC
- Flagstaff, Arizona
- San Francisco, California
- Las Vegas, Nevada
- Chicago, Illinois
- New Orleans, Louisiana
- New York, New York
- Montreal, Canada
- San Diego, California
- Boston, Massachusetts

#### **National Parks Vacations**

In combination with your group's train travel, the popular national parks program offers accommodations and sightseeing at Grand Canyon, Arizona; Yosemite and Sequoia, California; Yellowstone, Idaho and Glacier, Montana. A National Parks Vacation is truly one of the most scenic experiences you could ever have.

#### **Accommodations & Activity**

In addition to comfortable coach-style seating, trains offer a variety of room accommodations on board several types of trains. Depending on your long distance route, you could be riding on some of the most innovative equipment, each slightly different from the other. Sleeping car accommodations are designed to hold from one adult, to two adults with two children under age 12. Your reservationist can provide you with the specific details unique to your route selection.

"What's there to do on board?" Travel by train is a wonderful way to just relax, read a book, catch up on letter writing! But there are plenty of areas of the train that your employees can explore! Lounge cars or Dome cars with oversized panoramic windows, are an excellent place to socialize, meet new friends, sit back and enjoy a sunset. Certain trains offer a Video Car which may run a recently released movie or funny cartoons. Dining Cars offer a variety of en-

trees for breakfast, lunch, or dinner. The famous railroad "French Toast" is a must for breakfast! Special "Choo Choo Chewies" meals are created especially for children traveling on the train. Cafe and Lounge Cars serve beverages, snack foods, and sandwiches for munching purposes.



Train fare will vary with the length of your group's vacation, the type of seating or accommodations you choose, and the time of year you select to travel. It is best to check with your travel agent, or call Amtrak or



## In addition to confortable coach-style seating, trains offer a variety of room accomodations on board several types of trains.

Amtrak's Great American Vacations to find out the best available fare for your group's travel plans. At several times throughout the year promotional fares are available that allow you several stops along the route at no additional cost.

#### Tips for Making Travel Arrangements

■ Try to make travel plans as early as possible. Seats, and more importantly, sleeper accommodations book up quickly—especially during peak travel periods.

Have a general idea of where your group wants to go before you visit your travel agent or call the train directly.

To request "Amtrak's America" the Travel Planner, phone (800) 321-8684. This free 81-page brochure will provide complete details on all routes and vacation package options available.

■ Ask for specials. Several promotions take place throughout the year. Maybe there is one suitable for your group!

If you have seniors or families traveling, make sure you request information on special hotel programs just for them!

- While traveling by train: If your employees are checking in baggage and not utilizing sleeper accommodations, have them bring a small carryon aboard with items that they may need along the way. Checked baggage will not be made available to them enroute.
- Traveling with children: Window viewing will keep children occupied for hours, and they too, will enjoy meeting new friends on the train, but it is a good idea for parents to bring along a favorite toy, game, book, and snack to make their experience comfortable and familiar.

Consider an air-rail travel plan—a unique blend of train magic and flight speed. If you are concerned with the amount of vacation time you have to work with, but still want to experience all the wonderful things surrounding train travel, an air-rail travel plan may be worth considering.

An air-rail travel plan lets your employees enjoy the ever-changing landscape, the freedom to roam about, the ability to stretch out and relax in the train, all the way to their destination. Once there, they can vacation, sightsee, shop, visit friends and relax at the hotel. When it's time to leave, they can board a plane and get home in minimal time. It's the best of both worlds.

Ramona Legowski is senior marketing manager for MTI/TraseMiller. MTI/TraseMiller contracts for and reserves travel plans on behalf of Amtrak and Amtrak's Great American Vacations (AGAV).



### Buyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1993-94 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates will be listed monthly.

#### ▼ Corporate Jewelers

12900 Preston Rd., Suite 815 Dallas, TX 75230 (214) 980-0818 Contact: Adam Cherwitz

Corporate Jewelers are manufacturers, importers and wholesalers of fine jewelry offering consignment programs to company stores and on-site jewelry sales. They have a large inventory of diamond, precious, semiprecious and 14K gold jewelry and specialize in great service, fine quality and tremendous savings.

#### ▼ Frito-Lay, Inc.

7701 Legacy Dr. Plano, TX 75024 (214) 334-4927 Contact: James Hilliard

## **▼**Hotel Reservation Network

8140 Walnut Hill Lane Suite 203 Dallas, TX 75231 (800) 964-6835 (214) 361-7311 Contact: Robert Diener

Discount hotel rates of up to 65 percent off for NESRA members in major cities

including New York; Boston; Washington, D.C.; Chicago; San Francisco; Los Angeles; Hawaii; London, Paris and South Florida. Stay first class at economy rates. Call (800) 964-6835.

#### Inventive Incentive Advertising Co., Inc.

One Bridge Plaza, Suite 400 Fort Lee, NJ 07024 (201) 592-5039

Contact: Lawrence Stewart
Mindy Stewart

Free! We specialize in creating the ultimate employee perk, a custom-made discount card program for employees of corporations such as manufacturers, hospitals, banks, government agencies, etc. with large numbers of employees. This valuable card entitles all your employees to pre-arranged discounts from a variety of businesses in your community, and is given free to your company and your employees. Great perk! No work! Just distribute cards!

#### McNabb & Associates

121 West 27 St. New York City, NY 10001 (212) 989-7877 Contact: Charlene Green

McNabb & Associates provides a full range of destination management, corporate meeting and event planning services. We specialize in serving corporate, convention and meeting managers, special interest group organizers and offer expertise in arranging promotional campaigns and product launches. Our special events work consists of custom designed theatre and arts programs including opening night galas and film premieres.

## Monarch Photographics

P.O. Box 3205 Cleveland, TN 37320 (615) 478-1640 Contact: Harry Williams

Monarch Photographics provides an opportunity for your company to show appreciation to your employees with a "Family Portrait Employee Appreciation" program. Provide your employee with a gift that will be a lasting memory.

#### Richard Kastner Company, Inc.

130 S. Easton Rd., Suite 207 Glenside, PA 19033 (215) 884-5592

Richard Kastner Company, Inc. handles brand name watches, electronics and general merchandise.

#### ▼ Rim Corp.

915 Seventeenth St. Modesto, CA 95354 (209) 523-8331 Contact: Dean Cohan

Rim Corp. is a California-based corporation representing eight hotels. Six Best Western hotels: Mallard's Inn, Modesto; Pine Cone Inn, Merced; Harbor Inn & Suites, Sacramento; Placerville Inn, Placerville; Sonora Oaks, Sonora and Raffles Inn & Suites, Anaheim. Also representing the Discovery Inn, Sacramento and Holiday Inn, Auburn. Call for more information on each location.

#### ▼ Sports Marketing Int'l. (SMI., Inc.)

150 North St., Suite 26 Pittsfield, MA 01201 (800) 320-1733 Reserv. (413) 499-1733 (413) 499-3820 FAX Contact: Cliff Fields

Moscow Ballet with stars from the Bolshoi presents a new production of "The Nutcracker" with new set, costumes and choreography. National tour includes Washington, D.C., Baltimore, MD, Orlando, FL, Ft. Lauderdale, FL, New Haven, CT, Syracuse, NY, Charleston, WV, Reading, PA. Ticket pricing \$17-35. The "Nutcracker" you have always dreamed of! NESRA members receive 10 percent off.

#### ▼ Treads & Threads

3227 Commander Dr. #101 Carrollton, TX 75006 (214) 713-6262 Contact: Jack Cheatham

We offer a full selection of nationally known brands of athletic shoes, apparel and sporting goods at substantial savings from retail. Merchandise can be bought from catalog pages, in-store displays or a scheduled sales event at your company location.

### 

#### **JOB BANK USA**

The foremost all-purpose recruiting resource in the country is now available to all NESRA members. This state-of-theart information system will facilitate your

#### Search for qualified employees:

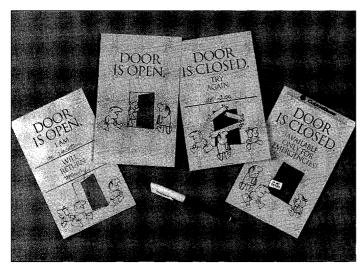
Companies can now use this sophisticated database to fill virtually all job openings. An extensive range of diverse occupational fields provides an exceptional selection of prospective employees to meet your organization's specific criteria.

#### Search for appropriate employment:

With so many companies across the country using Job Bank USA for their recruiting needs, enrollment in the database is a great way to position your resume where it will be seen by people who are hiring.

To find out more about Job Bank USA and its services, contact Job Bank USA directly at (800) 296-1USA or (703) 847-1706.

### ew products



#### ▼ Serving Those in Cubicles

ubicle Cues are a set of signs designed especially for cubicle entrances. Each sign contains a special color-coded message, including a red door stating "Door is Closed" and a blue door saying, "Door is Open."

A marking pen is included with Cubicle Cues to fill in the blank spaces to tailor messages for any situation. Each package includes four signs. They can be attached to any surface, using either the pressure-sensitive holder for nonfabric surfaces or the Velcro strip for fabric surfaces.

For more information, contact Cubicle Cues, Inc., 343E Asbury Commons, Dunwoody, GA 30338, (800) 426-3555.

#### ▼ Shopping Sprees Available

he Clarion Plaza Hotel in Orlando has a "Shop 'til You Drop" package. The package includes a \$100 gift certificate per room to the popular bargain-filled Belz

Factory Outlet Mall in Orlando, deluxe room accommodations for three days and two nights, a daily breakfast buffet for adults and children, transportation to and from the mall for one day and a dinner for one night at Jack's Place, the signature restaurant that features steaks and seafood. The package also includes a complimentary drink coupon for each adult, and a welcome fruit basket waiting in the room.

The package is available through April 30, 1994.

For more information, contact The Clarion Plaza Hotel Orlando, 9700 International Dr., Orlando, FL 32819-8114, (800) 627-8258, (407) 352-9700, FAX (407) 351-9111.

#### Skiing With A New Quad

The Whirlwind, a high-speed quad chairlift, at Ski Windham is an addition to the Base Lodge. The state-of-the-art technology allows the quad to continuously operate at a high speed, while skiers are loading or unloading at a slower speed. Because

it travels 1,000 feet per minute, the Quad permits skiers to make more runs than ever before. Skiers will have direct access to 30 of Ski Windham's 33 trails, with only a short five minute ride to the summit.

Skiers will be more evenly distributed throughout the entire mountain, and Ski Windham will have better utilization of all acreage available to skiers.

Ski Windham's other improvements include: snow-making, 200 new pairs of Atomic rental skis, and expanded registration system in the Rental Shop to expedite equipment pick-ups.

For more information, contact Ski Windham Operating Corp., Windham, NY 12496, (518) 734-4300.

#### Schooling for Overseas Children

eysin American School (LAS) in Switzerland, one of Europe's leading boarding schools, is offering a rebate program designed for corporations which are sending their employees' children to LAS for a school year. The American students attending LAS have parents who work in the Far East, African nations, the Commonwealth of Independent States, France, and the Czech Republic.

The LAS campus is an integral part of the village of Leysin, one of the six major Swiss ski resorts. Centrally

located in Europe, Leysin is within 90 minutes of the Geneva International Airport.

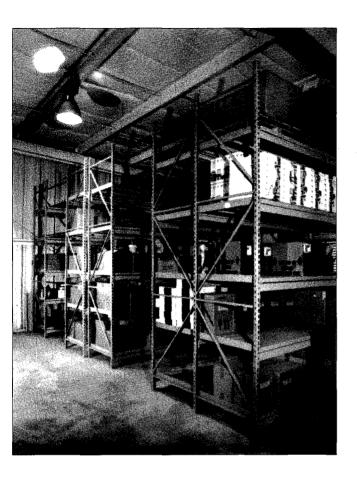
For more information, contact Leysin American School in Switzerland, P.O. Box 4016, Portsmouth, NH 03802-4016, (603) 431-7654, FAX (603) 431-1280.

#### ▼ Demographic Data Book Released

hich states had the largest proportions of unemployed persons who lost their last job? Do the proportions of women employed in various occupations differ by state? These and similar questions can be answered with the information contained in the databook, Geographic Profile of Employment and Unemployment, 1992, released by the U.S. Department of Labor's Bureau of Labor Statistics.

Geographic Profile presents data on employment and unemployment for regions, states and selected metropolitan areas and central cities. Estimates for metropolitan areas and cities are limited to percentages only. Most estimates are available by age, sex, race, Hispanic origin, marital status, full-and part-time status, and occupation and industry.

For more information, contact United States Department of Labor, Bureau of Labor Statistics, Washington, D.C. 20212, (202) 606-6392.



## Shelving Solutions for Wide Loads

P enco Wide Span is the shelving solution for wide, high and bulky loads. With a minimum number of parts and no hardware required, the shelving system is quick and easy to assemble. Basic units consist of an upright frame, shelf levels, side shelf supports and rigidity beams.

Made from heavy gauge steel, Wide Span Upright Frames are welded into one rigid assembly containing posts, diagonal and horizontal braces and foot plates. Frames have a capacity of 10,000 pounds. For more information, contact Penco Corp., Brower Avenue, Oaks, PA 19456, (800) 562-1000.

#### Resumes Don't Get Jobs

oday, job hunting requires the cunning of a military strategist and the energy of a professional quarterback," says journalist and career specialist Bob Weinstein in his new book, Resumes Don't Get Jobs: The Realities and Myths of Job Hunting.

The book examines new job-hunting strategies, 14 of the most commonly held myths and fantasies about job searching, how to spot the best career action in a chosen field, how to outnegotiate an

employer while exploiting one's own bargaining power, how to differentiate between effective and ineffective networking, and how to find opportunities in fields not known for high growth.

For more information, contact McGraw-Hill, Inc., Professional Book Group, 11 West 19th Street, New York, NY 10011, (212) 337-5945, (212) 337-5951.

#### ▼ Zoom Camera Available

The Kodak Star 1035z auto-focus camera features a 38 mm to 60 mm motor-driven zoom lens. Other features enable the camera to focus automatically. A self-timer allows picture-takers to include themselves in photos, an auto film advance and rewind makes for easy loading. An automatic flash fires only when it's needed and a preflash feature reduces "redeye." A liquid crystal display

indicates the film exposure number, "red-eye" reduction mode, auto-flash symbol and when the battery is low.

Less than two inches thick, the round-edged camera weighs less than nine ounces.

For more information, contact Eastman Kodak Co., 343 State Street, Rochester, NY 14650-0519, (716) 724-5034, FAX (716) 724-9829.

#### V Comic Books That Teach

ustom Comic Services will design and produce educational comic books with messages for your target audiences. The educational comic books intrigue all ages and instruct every literacy level, provide in-depth and memorable lessons at a low cost and present your organization's messages in an easy-to-read, entertaining format.

For more information, contact Custom Comic Services, 18 Red Barn Lane, West Milford, NJ 07480, (201) 697-8770.



V

Employees

can present

their automatic teller

machine

(ATM) cards

for payment

of store merchandise.

completed the designated number of workouts to earn an incentive award.

Morgan says one of the most convenient advances is in its employee store. Here, employees can present their automatic teller machine (ATM) cards for payment of merchandise. A nearby bank leased the company an apparatus which allows staff to run the ATM card through the box and automatically deduct the amount of the purchase directly from the employee's bank account. With immediate acceptance or denial, this innovation encourages purchases and reduces the company's accounting procedures.

▼

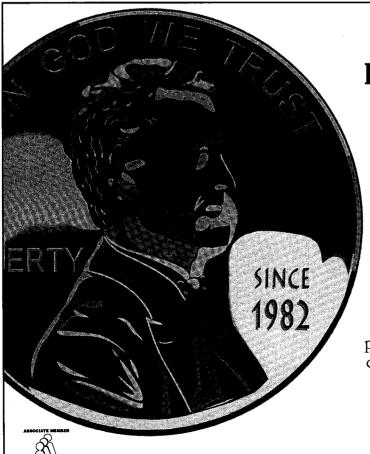
Sandy Hinzmann, CESRA, of SRI International in Menlo Park, CA, says her computer reduces a time-intensive chore—computing candy sales—to a routine task. She also uses her computer to create purchasing forms to streamline the sales of other items to employees. Desktop publishing makes her newsletter look more professional.

V

NESRA Treasurer Diane Delaney-Talton, CESRA, says the LA County Metro Transit Authority now uses a point-of-sale system in its employee store and that all the store's accounting procedures are computerized. As her company uses computers to generate its payroll checks, a line of type has become available on the payroll stubs to send a message to employees. Delaney-Talton's department often uses this opportunity to remind employees of sales, events or activities.



Jim Yasinow, 1993 President of the Cleveland Employee Services Association, says he very rarely uses a secretary's services at American Greetings Corp. Instead, he uses a personal computer to generate all his correspondence and his voice mail to manage his phone calls. Yasinow didn't realize how many phone calls he received until voice mail was installed and it became common for his voice mailbox to fill up at least twice a week.



# Here's An Employee Benefit that won't cost you a penny.

Fuji TruColor has developed a great employee benefit. . .high quality, low cost film developing service. Employee Photo Service does it all, so you don't have to! If you would like to know more about how we develop smiling employees with the most successful on-site employee photofinishing program in the country, contact Tom Kearns at 1-800-524-1027.



### NESRA chapters

#### **Northeast Region**

#### **National Director**

Mary Ann Larkin, CESRA (212) 483-3844

#### **Regional Director**

Ann Denise Jameson, CESRA (203) 843-8304

#### Baltimore NESRA/

Baltimore, MD. Call Richard Moore (410) 787-3481

JERSA/Newark, New Jersey. Call David Costa (201) 893-2016

**LFRA**/Washington, D.C. Call Marti Holman (202) 289-5372

MARES/Boston, Massachusetts. Call Joanne Haynie (617) 391-2421

NESRA-Connecticut/Hartford, Connecticut. Call Ann Denise Jameson, CESRA (203) 843-8304

NESRA of Erie/Erie, Pennsylvania. Call Tom Whitford (814) 825-2915

NESRA/New York City/New York, New York. Call Mary Ann Larkin, CESRA

(212) 483-3844

NESRA-Niagara Frontier, Buffalo, New York. Call Darlene Grover (716) 892-2332 x102

NESRA of the Washington D.C. Area/Washington, D.C. Call Ann Derhammer (703) 425-1650

PHIL/AERS/Philadelphia, Pennsylvania. Call James Alexander, CESRA (609) 547-8284

RARES/Rochester, New York. Call Chuck Eckert (716) 334-5893

**SPERA**/York, Pennsylvania. Call Allen Urich, CESRA (717) 225-4781 x 2543

#### **Southeast Region**

#### **National Director**

Tala Howard Reynolds, CESRA (904) 358-5201

#### **Region Director**

Cindy Jameson (813) 579-8600

**CSRA/ESRA**/Augusta, Georgia. Call Jennifer Sprague (706) 860-5519

NCTC of NESRA/Research Triangle Park, North Carolina. Call Angela Frazier (919) 543-4125

NESRA-Atlanta/Atlanta, Georgia. Call Penny Lewis (404) 564-6264

NESRA Chapter of Nashville/ Nashville, Tennessee. Call Mochell Hughes (615) 749-6540

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## Signs of The Times

NESRA Headquarters polled some of its Chapter Presidents and other NESRA members to discover how technology has changed implementation of employee services and recreation over the past four years. Here are a few routines altered by technology.

▼

Mary Lou Panzano, 1993 President of JERSA, says at The Prudential in Newark, NJ, they implemented electronic mail at a facility, gave employees a password and allowed them to directly enter an on-line newsletter and calendar highlighting all the company's employee events for that month. Panzano's company has also designated a special electronic mail account for the president of the employee association. Through this direct account, employees enter their questions on programs via their own computer terminal to the president's terminal. Then the president can address these questions and electronically send back responses quickly.

▼

Mickey Alderman, 1993 President of MESRA, says at the City of Clawson Michigan, he uses desktop publishing to write, design and produce newsletters, flyers and brochures for his programs. Before he used to send all materials to printers to be typeset. Alderman says computers make it easier for him to update, edit and rearrange these publications.

 $\blacksquare$ 

Claudia Jo Jackson, 1993 President of ESROC, says she uses spreadsheets to help her track ticket sales and to determine how much money she saves employees by comparing the cost of the number of sold discount tickets to the cost of the same amount of tickets if bought at regular prices. Then she uses this information to justify the value of her program to management.

Since Jackson's company, Bank of San Diego, is smaller, she uses the fax machine to help her piggyback her program with Hughes Aircraft. Beverly Custer at Hughes faxes her program's offerings and Jackson in turn communicates offerings to her employees. Jackson adds, "With the fax machine, I use fewer phone calls. If I need something, I fax a request note to Beverly Custer. Then Beverly can fill my request in her leisure time. This way, I save her secretary time from answering my phone calls and I don't interrupt Beverly's work."

 $\blacksquare$ 

Alma-jean Marion, 1993 President of SESRA, in Seattle, says her computer has enhanced the University of Washington Medical Center's service award program because it makes it easier for her to track employee tenure.

Marion also says it allows her to create great survey layouts which increases her ability to get more customer feedback quickly. With her software, she then creates graphs which show off her results. Marion says, "This improves my ability to pull together reports and to make presentations to management in short order. I can pull together a report showing employee participation or employee value of a program in minutes as opposed to days. This is what I need to compete for dollars for my program."

▾

Collette Morgan, 1993 President of Tri-County NESRA, says at Lockheed Missiles & Space Co. in Sunnyvale, CA, they've implemented a bar code system in their fitness center. Employees enter the center, run their membership card with bar code through a receptor and the computer tracks attendance. Participants can also enter their workouts. The computer will track workouts and produce reports showing when participants have

continued on page 34

#### **Delegate Budget Information** for

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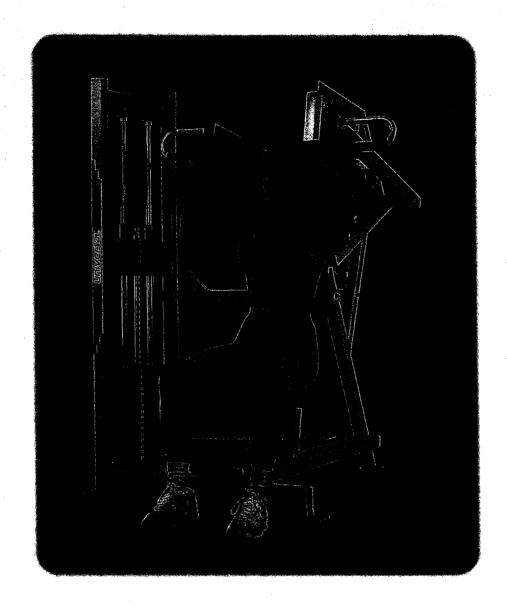
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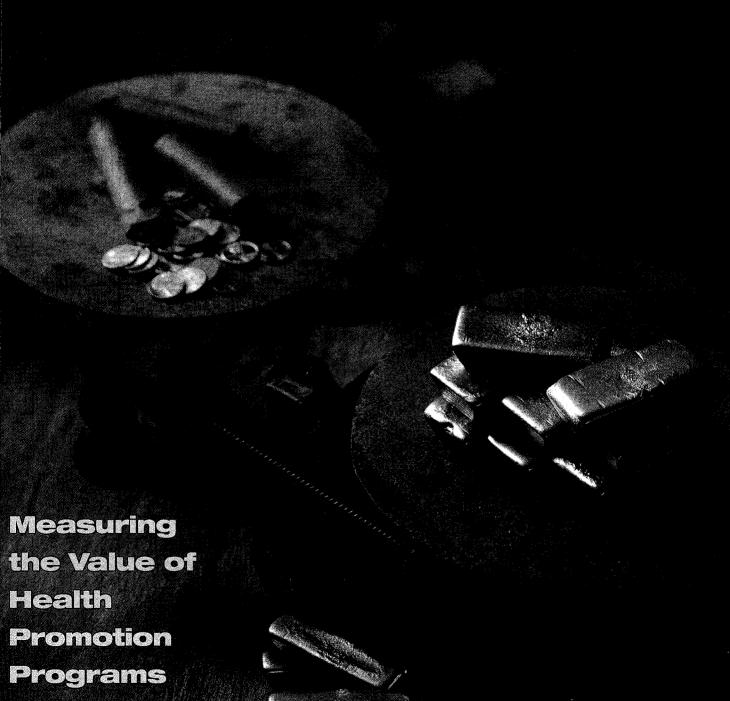
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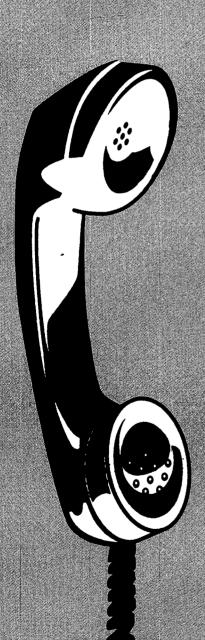
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# **NEWS**

# IN BRIEF

# ▼ Wildlife Projects Boost Job Satisfaction

E mployees who participate in nature-related projects at their workplaces are more satisfied with their jobs and general outlook on life than employees with little or no nature involvement, according to a University of Michigan study.

The study examines the validity of anecdotal reports from employees whose corporations have converted portions of their grounds to wildlife management areas. With the help of the Wildlife Habitat Enhancement Council (WHEC), those corporations have undertaken such projects to benefit wildlife, lower maintenance costs and enhance community relations.

The study findings from both sites provided strong support for the anecdotal reports of employee benefits, the researchers report. The effect on employees who were not personally involved in the projects were interesting. The benefits of songbirds, wildflowers and nature trails near the worksite extended to employees who were simply aware of such nature projects, the study reports.

When the nature-based activities were compared with

other workplace activities, such as participation in sports and health programs, naturebased activities still had the most positive influence on overall job satisfaction, the researchers found.

# ▼ Bid on Books

he U.S. Government Printing Office (GPO) is presenting book dealers, state and local governments, libraries and other interested parties with an opportunity to purchase bulk quantities of government books through a bidding process under its Surplus Sales Program.

The pilot program gives the highest bidder a chance to acquire publications previously sold in the Superintendent of Documents Sales Program at low cost and permits GPO to dispose of surplus publications costeffectively while providing an opportunity for their continued dissemination to the public.

To be placed on the bid list, or to receive more information about the Surplus Sales Program, contact U.S. Government Printing Office, Materials Management Service, Surplus Publications, Washington, D.C., 20401, (202) 512-0937.

# v Vending Machines Dispense CDs

wisc CDs can now be found in vending machines in various businesses throughout Los Angeles and Orange counties, reports the Los Angeles Daily News. Distributed by Vending Intelligence, 18 vending units are in operation.

By pushing the album cover on the vending unit, a 30-second music sample is heard. Consumers are then shown the price and asked if they would like to get more information, which lists all the songs on the CD, or whether they would like to buy the selection. The vending machine accepts cash, credit cards and bank automated teller machine cards.

# ▼ Adoptive Families and Their Needs

amilies with adopted children present special challenges for employee assistance (EA) professionals, says *Employee Assistance*. All members of the adoption process, the adopted individual, the adoptive parents and the birth family, share themes of grief and loss and identity change. Working with these families requires

EA professionals to understand this complex situation and to address their own personal values and beliefs.

Healthy infant adoptions involve adoptive parents who have experienced infertility or who have believed at the time of the adoption they had a fertility problem. The adoptive couple tends to be from a mid-range socioeconomic class, and usually looks to form a family resembling their racial and cultural heritage. One or both individuals place a high value on parenthood.

With the second general adoption category, special needs children, situations vary and fall into one or more special subcategories: Children placed after the age of two years old; children with handicaps; children who have been physically, emotionally or sexually abused; children who have been neglected or abandoned; and children of color.

Special needs parents are experienced parents who wish to raise additional children but who do not want to, or cannot, add children to the family through pregnancy and birth. These couples see themselves as competent parents able to nurture and problem-solve around parenting issues. They place a high value on family life.

# V Planning an Audioconference

hen planning an audioconference, Successful Meetings offers the following suggestions:

- Make sure you have the right equipment. If there will be five or more participants requiring long-distance phone lines, consider using an audioconferencing service.
- Carefully plan how to present information. When explaining lengthy text, divide it into shorter sections.
- Assign numerals or symbols to paragraphs so you can refer to them easily. Transform information in written reports into charts and graphs that you can send the participants in advance.
- Consider ways to humanize the participants. Consider sending photos of the speakers if employees have never seen them before.
- Begin by having participants introduce themselves. If everyone knows each other, a simple roll call may do.
- Build in identification mechanisms and feedback loops. Participants must use words and sounds to substitute for visual cues. Participants should identify themselves before speaking.

# V Unscheduled Absences Increase Costs

here has been an increase from 36 to 38 percent in the cost of unscheduled absences in the workplace, says *HR Executive*. Depending on the employee population, employers indicate that these absences

cost them between \$247 and \$534 per worker. One possible explanation for the rise is the shrinking workforce. Because of downsizing, there are fewer workers available to fill in the gaps.

# Job Opportunities

Y oung people joining the workforce have a better opportunity to find employment now than at any time in the past 25 years if they seek work with an entrepreneur, according to Challenger, Gray & Christmas, Inc., an international outplacement consulting firm.

The latest U.S. Census Bureau report cites a growth rate of around one percent a year for small businesses from 1987 to 1991. Nearly 80 percent of the new job creation during 1993 was expected to come from the nation's smallest companies—those with fewer than 100 employees, according to an independent business survey. About one in every seven or eight out-of-work managers is currently becoming an entrepreneur.

The economic climate is favorable since a number of companies are outsourcing more of their work versus performing it in-house. Entrepreneurs are finding receptive markets for their goods and services, in many cases being retained by their former employers.

# ▼ Germans Are Top Campers

ermans love to camp, accounting for 25 percent of all international camping trips in Europe in 1992. France was the number one European camping destination in 1992, capturing one-third of all European campers, according to data released by the European Travel Monitor. The data is available through the U.S. Travel Data Center.

Twenty-two percent of all camping trips in Europe in 1992 were taken by campers coming from Holland. Finishing a distant third, fourth, and fifth as avid European campers were: Belgians, 6 percent; British, 6 percent; and Italians, 5 percent. Besides France, other popular camping destinations for Europeans included: Germany, 12 percent; Austria, 9 percent; Italy, 9 percent; and Spain, 9 percent.

# ▼ More Home-Based Workers

p to one-third of employed Americans do at least some of their work at home—from 20 million to 39 million, depending how working at home is defined, says American Demographics.

Working at home has become more common as the price of office equipment has dropped and technology has improved.

Home workers are a diverse population. Whites are the most likely to work at home: 20 percent of white workers are home-based at least part-time, compared

with 9 percent of black workers and 8 percent of employed Hispanics, according to the Bureau of Labor Statistics (BLS). Most home workers are not loners: 79 percent are married or live with a partner. Only 21 percent of home workers live alone, compared with 27 percent of all adults.

Men are slightly more likely than women to spend work time at home. But among those who work only at home, women outnumber men more than two to one.

Most home workers work in skilled white-collar occupations; managerial and professional workers are just 27 percent of the labor force, but they make up more than half of home workers.

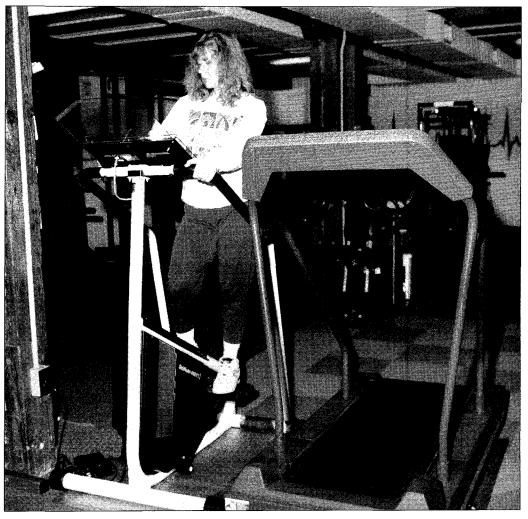
# Participation in Basketball Grows

B asketball participation by women has grown over the past decade, according to a study sponsored by the American Basketball Council (ABC). The study found that 12.2 million females played basketball at least once in 1992, an 11 percent increase over the 11 million figure in 1987. Almost 75 percent of the female players in 1992, 8 million, were aged 17 or under.

Nearly half of all females, 47 percent, aged 12-17 played at least once during 1992 and they averaged 47 days of play. This age group is expected to produce players who will stay with the game as they grow older.

# "Evaluation is The Key to Survival"

by Allen E. Urich, CESRA



Measuring The Value of Health Promotion Programs

valuation is a key element of a health promotion program. A complete and comprehensive evaluation of a health promotion program includes evaluation techniques, needs assessment, health measures, levels of evaluation and designs for evaluation.

Evaluation can be defined as the comparison of an object of interest against a standard of acceptability. In a health promotion program, the object of interest is the program or program objective; the standard of acceptability is the value to which the program is compared; and the method of comparison is the way the program objective is analyzed in relation to the standard.

Evaluation of health promotion programs can, therefore, be viewed simply as comparing an object of interest (knowledge increase, behavior change, or risk reduction) against an acceptable standard (e.g., 30 percent smoking cessation or 75 percent compliance with regimens for high blood pressure control).

# **Purpose for Evaluation**

One purpose of an evaluation is to demonstrate to management that your program is accomplishing the company goals. Others include: to assure that monies being allocated for the program are used in the most efficient manner, to determine whether the program objectives are being met, and to disseminate scientific and practical knowledge to employees and employers alike so they can make informed decisions about lifestyle changes and health care.

The benefits of evaluating a health promotion program include obtaining useful feedback on the effectiveness of individual and collective interventions; providing information needed to decide on future funding; and contributing to the confidence of program implementation and participants' performance by quantifying the results. The evaluation results aid your decision to change the program, keep the program the same or discontinue the program. Evaluation not only measures success and failure, but also provides necessary data to ensure that the program will survive. Evaluation results will determine the worth or value of a program and is a key component in all management decisions.

# Questions for Evaluation Design

When developing an evaluation design for a health promotion program, the following questions should be addressed.

- 1. What data needs to be collected?
- 2. How will the data be collected?

- 3. How will the data be analyzed?
- 4. What do the findings mean?
- 5. What changes will need to be made and what worked well?
- 6. What evidence is there that these programs will improve employee health?
- 7. What evidence is there that these programs are cost-effective?

# **Evaluation Techniques**

Early in the planning stage it is necessary to determine the existence of usable evaluation techniques. The first step in accomplishing this task is to have clear, realistic, and measurable goals and objectives for the program. An example of an objective could be that after an eight-week cholesterol reduction program, 75 percent of the participants will have lowered their serum cholesterol levels by 18 percent through diet and exercise.

The second task is to determine what type of data will be accepted by management as proof of success. If management wants dollar savings, then you will need to implement a cost-benefit analysis or a cost-effective analysis.

# **Needs Assessment**

Program evaluation is usually synonymous with the final phase of a health promotion program. Actually, the evaluation of a health promotion program is the beginning and the end of a program. When used at the end, it measures success according to your goals and objectives. When a health promotion program is evaluated at the beginning, it is called a needs assessment. (See Charts A and B.)

One purpose
of an
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management
that your

program is
accomplishing the

goals.

Chart A

# A needs assessment will answer the following:

- 1. To what population should the program be directed?
- 2. What types of outcomes should be targeted?
- 3. What funds, facilities and staff will be needed?
- 4. What will determine the effectiveness of the program?

# A needs assessment involves the following:

- 1. Development of a design
- 2. Collection of data
- 3. Analysis of the data
- 4. Reporting the results in a usable form

# Chart B

# Reasons for implementation of a needs assessment:

- 1. To clarify strengths and weaknesses
- 2. To ensure that activities are results-oriented
- 3. To establish a starting point in relation to the goal
- 4. To involve management
- 5. To aid in securing leadership
- **6.** To help understand what is going on within your company

# Areas for assessment:

- 1. Upper management
- 2. Employees
- 3. Local resources
- 4. Occupational setting

Various instruments can be used in a needs assessment such as surveys, questionnaires, focus-group interviews, fitness testing, demographic analyses, health-risk appraisals, insurance claims and worker's compensation claims.

# **Health Measures**

The health educator must clearly plan techniques of securing the necessary data for measures of success. Three general measures of success to be targeted in health promotion programs are non-health, health cost containment and corporate culture.

Non-Health Measures: Employee satisfaction (e.g. anecdotal data, employee opinion surveys, interviews); employee turnover rates (e.g. personnel reports, human resources and departmental reviews); ability to attract new employees (e.g. anecdotal data, interviews, and recruitment); etc.

Health Cost Containment Measures: Health insurance studies, worker's compensation claims, absenteeism and physical disabilities.

Corporate Culture Measures: Standing policy changes (source—human resources); number of upper management in support of program; wellness participation (surveys to identify numbers involved); and employees' perception (user surveys).

The employees must know that the information collected on their health and well-being will be confidential and that any data reports will be based on group interpretation that prevents the identification of particular individuals. Plus, all results on their health will have no impact on their employment. All employees should have the right to withdraw from any program at any time without negative consequences.

# **Levels of Evaluation**

There are two levels of evaluation: process evaluation and outcome evaluation. Examples of process evaluation measures are the number of lifestyle brochures distributed or the quality of information on physical fitness programs disbursed. Examples of outcome evaluation measures include changes in knowledge, attitudes and behaviors; changes in risk factor profiles; and decreases in morbidity and premature mortality.

A health promotion program can develop short-term outcome evaluation results such as the number of program requests, number of sessions attended, improved knowledge of cardiovascularrisk factors and increased level of regular aerobic exercise. Additional outcome measures can be utilized for long-term evaluation, such as decreased absenteeism, fewer health care claims, and less cardiovascular morbidity and mortality.

# **Design for Evaluation**

There are six basic designs for evaluation: recordkeeping approach; inventory approach; comparative approach; controlled comparison approach; cost-benefit analysis and cost-effective analysis.

Recordkeeping Approach: The evaluator simply sets up a recordkeeping procedure to accumulate appropriate data and periodically charts the data to show changes. For example, a recordkeeping procedure can track the number of participants in a particular health promotion program and easily show increases and decreases in participation.

Inventory Approach: The health educator must make a special effort to collect data periodically, at specific intervals, rather than accumulate them on an ongoing basis over the entire test period. The health educator must establish set target dates for assessment of the program, identify the expected target levels and perform sample surveys or observations. This type of evaluation would be appropriate for a smoking cessation program. Upon completion of the smoking cessation program, the health educator will need to establish dates to monitor employees who finished the program (e.g., at 1, 3, 6, 12 and 18 months).

Comparative Approach: The evaluator uses a standard of comparison in evaluation efforts that have been completed in other settings. Results of similar programs can be identified from other corporations; therefore, their standardized format for collection results can be borrowed or bought.

Controlled Comparison Approach: The health educator needs to identify a community that is similar to the company's target population but is not participating in a health promotion program. The recordkeeping or inventory approach is then applied to both the target community and the comparison community, which are then periodically compared.

Cost Benefit Analysis: A cost benefit analysis is a time proven, straightforward technique where both the costs and the benefits of a program are represented in terms of money. (See Chart C.)

For example, studies show that in the short run (1-3 years) the potential company savings can be approximately \$345 per year per smoker (Kristein, 1982, Occupational Health Promotion, "A Practiced Guide to Program Development," by Daniel A. Girdano, 1986, p. 88).

Consider a smoking cessation program in a large company with 3,000 employees, one quarter or 120 of whom are smokers. Forty percent of the smokers, or 48 employees, participate in a smoking cessation program. Twenty-five percent, or 12 employees, successfully quit smoking. If the company's recovery proportion is \$345, then \$345 x 12 would equal \$4,140 in benefits. The benefits would then be compared to the costs of conducting the program.

Cost-effective Analysis: A cost-effective analysis compares two interventions in order to determine which one is the most cost-effective. For example, in a smoking cessation program one may want to compare the cost-effectiveness between a hypnosis technique versus the American Lung Association's smoking cessation program. Then by comparing the two techniques the health educator can determine which one was more effective.

# Summary

Evaluation is an ongoing part of a health promotion program not only measuring success and failure but also providing the information necessary for modifying and updating the program. Without evaluation your health promotion program survival will be challenged.

# **Chart C**

Example:		
A smoking cessation	on program	
Insurance (excess costs per avera	nge smoker):	
Health	\$204	
Fire	\$ 10	
Worker's compensation	\$ 40	
Life insurance and disability	\$ 25	
Other costs per smoking employ	ee:	
Absenteeism	\$ 80	
Productivity	\$166	
Health Impact	\$ 95	

Allen E. Urich, CESRA, is assistant director at BMY Recreation Association in York, PA.

For additional information on this subject, please read the following Employee Services Management articles:

Measuring the Bottom Line Impact of Wellness Programs, Michael W. Mercer, Ph.D., August, 1992, p. 16. Wellness Programs: Present and Future, Jack

Kondrasuk and Christy Carl, December/January, 1991/1992, p. 8.

Wellness Update, Nancy McGeoghegan and Mary Shoberg, May/June, 1991, p. 35. Corporate Health Risk Appraisal,

Jim Klinkhamer, February, 1991, p. 31. Health-Risk Assessments: Looking Into Your Future, April, 1989, p. 12.

# Evolving Directions in Dependent Care Benefits

by Leslie Faught



Employees investigate dependent care options at a family benefits exhibit held by Working Solutions, Inc.

decade ago work/home life programs provided by major corporations were few and far between. Companies sensed an emerging need—it was evident in the demographics—more and more women were joining the workforce. However, benefits addressing this trend were viewed with suspicion. Barriers to work/home life benefits included:

- · Uncertainty regarding the need
- A belief that home life and work life were distinctly separate activities
- · Confusion about cost, liability and equity
- A sense that to support work/life issues was to provide a social service that wasn't the role of business
- A belief in decision makers who had negotiated the demands of work and home life without support that if they could do it alone, so could everyone else.

The early benefits addressing work and home life were aimed primarily at taking care of preschoolers while Mom worked. Usually these programs were resource and referral services providing information enabling the parent to locate childcare. Additional services addressed childcare regulations and helped employees evaluate childcare facilities. These benefit programs were offered by nonprofit community-based resource and referral groups; profit-making companies; and the corporations themselves. The overall scope of the early services was limited, even timid, as companies dabbled the corporate toes in the waters of dependent care benefits.

# The First Programs

The first programs had the air of pilot projects or social experiments, as one company after another took the plunge into family-friendly benefits. And, while firms tried the new programs on for size, no one was sure just how successful they might become. Would employees use the benefits? Would the services indeed make it easier for families to manage? And, most importantly, would the bottom line be affected in a positive way? What about morale and goodwill? Could the results of such programs be measured? Would companies and managers look foolish for participating in an area where so many felt so uncertain?

# **Progressive Programs**

Now, more than a decade after the first ventures into the dependent arena, some of the questions have been answered and some are still awaiting data. One of the most interesting aspects of the development of family-friendly benefits, however, is the extreme speed at which the scope and variety of programs have expanded, even without hard data addressing questions about productivity and the bottom line. What began as basic childcare referral services have burgeoned into a garden of interrelated programs. While referrals continue to be provided to traditional preschool programs, whole new categories of referral services are being addressed including: public and private schools; colleges and universities; and adoption programs.

As the referral capability has grown, so has the concept of employee education. Simple information regarding childcare regulations and facility selection criteria has expanded to include subjects such as parenting, child development, family dynamics, self-esteem, power struggles, helping children in the school system and the tax consequences of hiring in-home caregivers. Additional areas such as relocation and diversity are often addressed at least in part by resource and referral services.

While referral services have been expanding in scope, other types of family-friendly benefits have developed as well. On- or near-site child-care centers have been implemented by many companies, particularly hospitals and medical centers. Pretax spending accounts are provided by many employers. Some companies provide subsidies to help lower-income employees defray the cost of childcare. Flextime, job sharing and telecommuting opportunities have been adopted by many firms.

# **Beyond Childcare**

The second area for family-friendly benefit growth addresses programs for elderly and disabled adults. As baby boomers reach their 40s, their parents are entering their 60s and 70s, ages where health often begins to decline. Today's mobile boomers often live many miles or states away from their parents. Health care crises or debilitating conditions can create major work stress, not to mention requiring time away from work. These family dynamics have resulted in the development of case management and/or referral services.

Such programs often include strong educational components along with counseling capabilities. Some companies offer respite services for employees caring for elderly or disabled family members in their own homes. A few firms have developed intergenerational centers where the

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very young and the very old can enjoy the benefits of each other's company and companionship. Financial planning services, subsidies, pretax spending accounts, worksite support groups, flextime and telecommuting are among the work/life programs available to today's employees at many companies.

# **Integrating Programs**

Another more recent shift in the provision of family-friendly benefits is occurring in both companies and service providers—a tendency to both diversify and unify services and programs. Companies are demanding and service providers are offering an ever-expanding benefits matrix. Particularly large companies are beginning to organize these related programs under the direction of a sub-department or single position within human resources. This approach can result in better benefits management for the company. Rather than placing a number of family support services in a variety of departments within the firm where they are not integrated and may be at least partially redundant, the programs can be more efficiently managed in a single department.

In like manner, many service providers are offering a wide array of programs to employers in a one-stop shopping approach to the provision of family-friendly benefits. Program offerings may include needs assessment, corporate consultation, referral and case management services, education programs, facility development, employee assistance and managed care capabilities. This horizontal integration of related services works to the employee's advantage.

As an example, Jane Steward, store manager at a retail chain, needs childcare for her two-year-old. Her 13-year-old stepson is showing signs of substance abuse and her mother just suffered a debilitating stroke. In the past, this employee might have worked with two or three organizations to address her needs separately. Today, the philosophy is for the employer to offer services that enable the employee to deal with a single resource to resolve these concerns. This employee's primary counselor may be an expert in early childhood development and will confer with a colleague in gerontology or adolescent psychology or the health care system.

With employee assistance child and elder services linked under the same roof, employees receive integrated support for even the most complicated problems. Consultants follow cases as a team, each bringing a different area of expertise to the process. Counselors make referrals to one another working together to provide a comprehensive, cross-functional service. Many times, an EAP issue such as substance abuse or depression can be revealed during a childcare or elder care consultation.

Companies not only provide direct service benefits for their employees, they also work to develop community-based services such as nursing homes, day-care centers and transportation networks that support both employees and the community as a whole. To this end a number of interesting corporate alliances have formed. Public/private partnerships have emerged wherein a company or companies and nonprofit group work together to meet goals such as recruiting and training day-care staff. Consortiums of employers have formed to develop, expand or improve community resources in areas of need.

#### Conclusion

In 1982, family-friendly benefits were virtually nonexistent. By 1984, a few corporate risk takers throughout the country had ventured forth to participate in a social experiment. A decade later, family-friendly benefit programs abound. It is safe to say that these programs are entrenched. The fact that they represent an established segment of the benefits pie is reflected in the proliferation of highly coveted ratings and awards for work/life benefits. While hard data addressing bottom line and productivity data is still pending, anecdotal data is compelling.

Employees appreciate and use work/life programs. A side effect and benefit is the burgeoning community-related creativity demonstrated by corporate America in the service of family-friendly programs. Why have these programs taken hold so quickly, so deeply, so irretrievably? Because they fill a real need. The young, the disabled and the elderly need our attention and deserve our care. How we treat these populations is a measure of our civilization. The rapid growth and development of family-friendly benefits is an expression of this underlying reality.

Leslie Faught is founder and president of Working Solutions, Inc., a family benefits consulting firm based in Portland, OR, which provides major companies with work and family consulting services and employee dependent care services nationwide.



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# Added Benefits: The Link Between Family Responsive Policies and Job Performance

# A University of Chicago Study of Fel-Pro Incorporated

aced with an intensely challenging business environment, U.S. corporations are implementing widespread organizational changes. The development of a loyal, productive and supportive workforce is key to the success of these efforts.

One way to support and motivate a workforce may be with family responsive policies—traditionally viewed as tools to recruit and retain female employees—that recognize a broad range of personal responsibilities; programs such as childcare, fitness and elder care are among the more common examples.

However, many executives wonder if these programs really are effective. Is there a positive relationship between family responsive policies and work performance? Is there a relationship between family responsive policies and support for organizational change? How do family responsive policies actually affect the bottom line?

In mid-1990, researchers from the University of Chicago's (U. of C.) School of Social Service Administration, in an unusual collaboration with its Graduate School of Business, set out to explore some of these questions. They approached Fel-Pro Incorporated, a Skokie, Illinois-based manufacturer of automotive sealing products, which agreed to become the site of the study. Not long after, the Fel-Pro/Mecklenburger Foundation's Focus Fund, which seeks to promote corporate social responsibility and programs to help business be more responsive to work and family issues, elected to provide funding for the research.

The U. of C. study differs from prior research in several important respects. First, it looks at Fel-Pro Incorporated's whole constellation of family responsive policies rather than at a single benefit. It explores workers' use and appreciation of programs that meet their needs at various stages in the lifecycle.

In assessing the link between family responsive policies and work performance, the researchers were particularly interested in the nontraditional aspects of performance. These include suggestions for improvements and other voluntary behaviors that show initiative and demonstrate an ability to participate in and support organizational change. The researchers also looked at traditional aspects of work performance such as performance evaluations, disciplinary actions and intentions to remain with or leave the company.

The study examines how work and family policies operate in a real-world setting. It looks at how these policies help explain work performance when combined with other key factors such as job design, employee tenure and supervisory support.

# **Highlights of the Study**

The study substantiates that family responsive policies make a significant contribution to individual job performance and openness to change.

The results indicate that workers perform best when they use and appreciate workplace supports, when their jobs are designed well and supported by relationships with supervisors and co-workers.

Further, the study shows that, while family responsive policies make a positive contribution to both traditional and nontraditional job performance, they are more strongly related to the latter. This finding is particularly meaningful because nontraditional job performance involves voluntary behaviors that are conducive to organizational change.

Put another way, when workers are supported by their employer, they in turn are supportive of their employer. They exhibit the flexibility and adaptability needed to adopt quality improvement initiatives.

The study also provides some answers to managers and executives who have wondered whether it is worthwhile to offer benefits that are used rarely or only by a small minority of employees. According to the results, workers can appreciate benefits even if they use them infrequently. Just knowing the benefits are there appears to provide a comfort level workers value.

# **Key Findings**

The study found that workers with high benefit use were more committed to Fel-Pro, identified with the company and felt proud to work there.

Moreover, the greater their use of benefits, the greater their citizenship behavior at work, i.e., the more they report helping out co-workers and their supervisor, volunteering for work and showing initiative.

The more workers use and appreciate Fel-Pro's benefits, the more they support and participate in the changes taking place at Fel-Pro. Specifically, these workers show greater participation in team problem solving and are almost twice as active in submitting suggestions for product and process improvements.

The researchers also found that the more challenging employees' jobs are, the greater is their participation in and support for organizational change. Not surprisingly, the findings indicate that workers who are in less challenging jobs have a hard time supporting the changes needed for quality improvement programs to succeed.

Part of the richness of the study is that the researchers went beyond analyzing simple relationships. If those relationships could be attributable to other factors, those factors were considered in the research. For example, the study found that regardless of how many benefits they use, the more workers appreciate their benefits, the more they support the company's efforts toward quality improvement. Once they established this relationship, the researchers considered whether the support for quality improvement could be attributed to anything else. They found that the link between benefits appreciation and use and support for quality improvement held up regardless of race, gender, marital status, job characteristics or length of employment.

The study found that high benefit users (those using 5 to 16 per year) have the highest performance evaluations and the lowest intentions of leaving Fel-Pro. Additionally, few of these workers have received disciplinary actions.

On the flip side, workers using few benefits have lower performance ratings and greater intentions of leaving Fel-Pro. A larger proportion of these workers have been subject to disciplinary actions.

In sum, the study found that benefit use and appreciation uniquely contribute to strong traditional work performance. Again, the researchers tested this relationship to make sure it couldn't be explained by other factors; and they found that it held up no matter how long workers have been at Fel-Pro, how much they earn, etc. Good traditional performers also tend to hold challenging jobs and believe their opportunities for promotion are good. The best performers, at least in a traditional sense, tend to be those who make

Ninety-two
percent
disagreed
with the
statement
that Fel-Pro
wastes
money by
offering so
many

benefits.

good use of their benefits and appreciate them as well.

# **Other Findings**

The study determined that Fel-Pro's employees both use and value their benefits.

For example, 93 percent of the re-

spondents indicated that they could not otherwise afford most of the benefits, and 92 percent disagreed with the statement that Fel-Pro wastes money by offering so many benefits. Notably, 66 percent disagreed or strongly disagreed with the statement, "I'd rather have more profit-sharing and fewer benefits."

Fully 92 percent of the respondents indicated that Fel-Pro's benefits make it easier to balance their work and personal lives, and 79 percent felt that Fel-Pro's benefits have helped them through bad times. Of employees with children, 72 percent agreed that Fel-Pro's benefits have helped their children do things they would not otherwise have been able to do.

Several workplace characteristics emerged as significant in explaining how much workers value their benefits. For example, workers who perceive that their jobs provide good opportunities for promotion and little job stress appear to be the most appreciative of benefits—no matter how many they use. Moreover, supportive relationships with supervisors and co-workers enhance workers' benefit appreciation.

Characteristics of individual workers also affect benefit appreciation. The workers who appreciate their benefits the most are those who know what benefits are available, have children, work in the factory, and earn \$25,000 or less per year.

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# **Looking Ahead**

Employers often view family responsive policies primarily in terms of female employees as they enter the American workplace in increasing numbers. However, the Fel-Pro study shows that this view is myopic; it demonstrates that these policies also are important in facilitating organizational change. Such change is critical to corporate America as it seeks to maintain an edge in an increasingly competitive world market.

Through its examination of nontraditional job performance, the study suggests that family responsive policies provide a foundation on which to implement organizational changes that require substantial employee involvement. This is important because effective implementation of quality improvement and other programs designed to bring about change require voluntary participation. Management cannot simply mandate that workers think about how to improve their jobs, that they share ideas for improving processes or that they constructively participate in team efforts.

continued on page 18

# Fel-Pro Incorporated: A Look at the Company

Although Fel-Pro Incorporated operates in a highly competitive industry, it has remained solidly profitable throughout its 75-year history. The Skokie, Illinois-based manufacturer and marketer of automotive sealing products and specialty chemicals employs approximately 2,000 employees in three states and has operations in other countries as well.

Like many other medium-sized manufacturers, the family-held concern faces economic cycles, competition from abroad and the challenges presented by an ethni-

cally and linguistically diverse workforce.

On the other hand, Fel-Pro is unusual because its identity is defined by two interrelated themes: quality and family. Fel-Pro's primary means of expressing its commitment to workers is through an open communication policy and the benefits it offers, including health, dental and life insurance, bonuses, profit sharing and a family responsive benefits package.

Fel-Pro is meeting current and future challenges through a combination of employ-

ee involvement efforts including quality training, team problem solving and an active continuous improvement suggestion system.

Fel-Pro management believes that a better quality product will be created by people who feel they are part of a supportive organization. Its participation in the University of Chicago study corroborated that belief.

hood Program, which contributes money to nonprofit organizations in which employees are active.

Counseling: 39 percent of respondents have received some kind of psychological, substance abuse or legal counseling.

Children's Education: 26 percent of all respondents (33 percent of those with children) have received educational support through a scholarship or subsidized tutoring.

**Supports for Elders:** 13 percent of respondents received support for elderly family members through the resource and referral service or the emergency dependent care service.

Fully 92 percent of the respondents indicated that Fel-Pro's benefits make it easier to balance their work and

personal lives.

# Benefits For Use Throughout the Lifecycle

Fel-Pro provides a wide array of family responsive policies that workers can use throughout the

lifecycle. Rather than studying a single benefit, the researchers analyzed the complete benefits package for its relationship to work performance and workers' attitudes toward the company.

Fel-Pro work and family benefits include: On-site childcare, an elder care resource and referral service, a sick-childcare and adult emergency care service, subsidized tutoring, col-

lege scholarships for employees' children, summer day camp for employees' children, income tax preparation assistance, counseling services, a health/fitness program and center, a smoking-cessation program, a weight loss program, drug and alcohol treatment programs and a legal information service.

# Employees' Use of Family Responsive Policies

The researchers found that tracking benefit usage over the employees' tenure at the company was far more enlightening than looking at it over a one-year period. Shown below are some of the benefits usage figures they developed.

Health Promotion: 47 percent of the respondents have participated in some kind of health promotion program, such as the on-site fitness center, a weight loss program or a smoking cessation program.

Supports for Children: 46 percent of all respondents (58 percent of those with children) have received at least one support for a child.

Supports for Communities: 40 percent of respondents have received support for their community through the matching gift program or through the Better Neighbor-

# Cost of Fel-Pro's Family Responsive Policies

The cost of a work and family benefits package is more affordable than employers might expect. Fel-Pro's package, which is quite comprehensive, costs approximately \$700 per employee each year.

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# ADDED BENEFITS

continued from page 16

If family responsive policies are to become a tool for affecting organizational change then employers must make the most of them. To be effective, these policies—and the need for organizational change—must be properly communicated at the institutional level and actively supported at the supervisory level.

Additionally, management needs to be aware that one program or policy does not a supportive company make. It appears that offering a range of benefits across the lifecycle is the key to helping workers manage their work and family responsibilities in a way that supports both good work performance and employee well being.

The study warns that family responsive policies must be considered only as part of the larger organizational context that affects worker performance. These policies cannot fully compensate for unchallenging stressful jobs, insensitive supervisors or unsupportive colleagues.

In sum, employers will reap the most in terms of good worker performance when they consider workers' needs both on and off the job, that is, for both challenging work and for workers' personal responsibilities and goals.

Demographic and economic trends indicate that it is time for American business to learn to make the most out of the vast human resources available. The study suggests that providing family responsive policies in the workplace helps accomplish this goal.

Recognizing the limits of studying just one company, the University of Chicago plans to continue this research at additional companies.

This article was reprinted from "Added Benefits, The Link Between Family Responsive Policies and Job Performance," a study by The University of Chicago's School of Social Service Administration, Chicago, Illinois, of Fel-Pro Incorporated, Skokie, Illinois.

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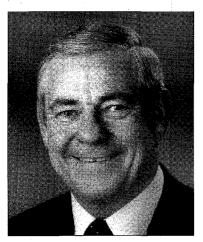
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# NESRA'S 53rd Annual Conference And Exhibit General Sessions Speakers' Highlights



**▼**"Contributing To
A Winning Team"
Bob Gaylor, Management
Development Specialist,
USAA

Thursday, May 5, 1994 9:45 a.m. Conference Opening Session Buzzwords and phrases abound in the business world as we move into the critical middle years of the decade. Words and phrases like empowerment, shared leadership, change, team building and paradigm shift are bouncing off seminar and workshop walls all over America. But are we listening or engaging in just another gimmick? These words, it seems, are trying to describe the directions we are trying to go so we'd better be serious about it.

We need to scrutinize the present workforce and find exactly what talents exist and what contribution each employee can make. Never before has the workforce been so diversified in ethics, values and potential. You can have a winning team if you can harness and orchestrate those existing skills. Bob Gaylor will take a look at some techniques that will enable you to do that.

Retiring from the Air Force after 31 years of active military service, Bob

Gaylor served in the Pentagon as the Fifth Chief Master Sergeant of the Air Force, the enlisted advisor to the Secretary and Chief of Staff of the Air Force on all enlisted matters, for the final two vears of his military career. He began employment with the United Services Automobile Association (USAA) in San Antonio, Texas, in 1979. Instrumental in establishing two programs at USAA to promote total employee involvement, Bob also serves as the Company Ombudsman and is nationally recognized as a public speaker, master of ceremonies and advocate of employee participation and commitment.



"Motivation—
The Key to Retention"
Arte Nathan, Director of
Human Resources,
The Mirage
Friday, May 6, 1994
8:00 a.m. General Session

Successfully retaining a motivated workforce is a basic issue that requires a creative approach. In the future, only companies that address this subject with new and innovative thinking will maintain a competitive edge in business. Arte Nathan's presentation will provide you with a unique insight into the key elements of employee retention and will explore the link between employee satisfaction, customer satisfaction and profitability.

Some of you may remember Arte from his session during the 1991 NESRA Annual Conference & Exhibit at The Mirage, Las Vegas, NV.

Arte Nathan moved from Atlantic City in September 1987 to assume the position of Director of Human Resources for The Mirage. Employing an innovative approach to recruitment and strategically planning for the single largest hotel opening in the world, Arte met his staffing objective in October 1989. The resort opened with 6,500 qualified employees selected from more than 55,000 job candidates. In addition to the recruitment and selection process, he directed the development of a comprehensive pre-opening employee training and orientation program.

Prior to joining The Mirage, Arte was an executive with the Golden Nugget Casino Hotel in Atlantic City, New Jersey. He held the position of Director of Personnel and Labor Relations from 1983 until his move to Las Vegas in 1987.



"Laugh Your Way to Success" Rita Davenport, Speaker, Author and Time Management Expert Sunday, May 8, 1994 9:15 a.m. General Session Achieve prosperity. Increase your level of expectation. Build confidence and self-esteem. Manage stress. Learn the power of networking. These are some of the topics in Rita Davenport's program. She believes you are born with a purpose and with the talents needed to fulfill your special purpose.

Discover how to achieve success with Rita's Top 10 list, which includes how to stay focused and happy on your way to the top. Enjoy this humorous session as you learn how to maximize your potential. You'll leave the conference feeling energized to achieve success.

Rita Davenport's life has been devoted to the study of success principles. As a seminar leader, keynote speaker, humorist and author, she is a nationally recognized expert in the principles of success, time management methods, creative thinking and building selfesteem and confidence.

Her past careers range from social work and teaching to broadcasting and writing. She produced and hosted her own award-winning television show in Phoenix, Arizona, for 15 years and was viewed in more than 32 million homes

on her cable television show, "Success Strategies."

Rita has written five best-selling books with sales over one million copies. Her most recent book is entitled, "Making Time, Making Money." She has appeared on more than 200 radio and television shows including ABC's Good Morning America, Regis Philbin's show and Sally Jesse Raphael's show.

A graduate of Middle Tennessee State University, Rita has done graduate work at Florida State and Arizona State universities. She has taught at both high school and college levels.

Her seminars are attended by thousands of executives, managers, professionals, educators and homemakers each year. Her presentations are lively, motivational, challenging, humorous, personal and powerful.

# **NESRA's**

# 53rd Annual Conference and Exhibit Hyatt Regency Hill Country Resort, San Antonio, Texas May 4-8, 1994

# **Registration Form**

Full Name (Print)		Common Fire	t Name		
Position:		on status:	CESRA	RVE	SRA
Company		Number of E	nployees_		
Address					
City		ZIP			
	your company ha	ve an employe	e store? _	Yes	No
ax Is this	your first Nationa	Il Conference?	_	Yes	No
Expected date of arrival	Departure	· · · · · · · · · · · · · · · · · · ·			
( ) Please check if you have disabilities and r	equire special ser	vices. Attach a	a descriptio	n of your r	needs.
REGISTRATION FEES	S: Please circle a	amount enclo	sed.		
	Prior 4/1/9				
* Delegate-NESRA Member	\$39	95 \$4	125		
Non-Member Delegate	43	35 4	150		
Commercial Attendee not Exhibiting	52	25 5	550		
Spouse	- 19	95 <sup>-</sup>	195		
Student (Includes sponsored functions	19	95	195		
Potiroo	· -	75	75		

# SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60521-2371. Any questions, call (708) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 4/15/94. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with the Hyatt Regency Hill Country Resort. We cannot guarantee room availability after 4/4/94. NESRA Conference room rate at the Hyatt Regency Hill Country Resort is \$115 per night Guest Room (single or double occupancy). Should you prefer to telephone in your room reservation, the number is (210) 647-1234. Be sure to state you are part of the NESRA Conference.

FOR OFFICE USE ONLY
1 2 3 4 5

# SPECIAL TRAVEL RATES

(for NESRA Conference Attendees)

# **AMERICAN AIRLINES**

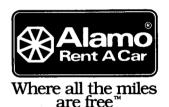
American Airlines ®

American Airlines, in cooperation with the National Employee Services and Recreation Association, is offering special rates to NESRA's 53rd Annual Conference and Exhibit, May 4-8, 1994. These fares are based on American's published round-trip fares within the contiguous 48 states, Hawaii, San Juan, St. Thomas, St. Croix, Bermuda and the Bahamas.

- Five percent discount off any published fare, providing all rules and conditions of the airfare are met. This offer is not valid for use in conjunction with any other discount fare, i.e. senior, child, military, government.
- Ten percent off the unrestricted Coach fare. Seven days advance reservations and ticketing required.

To take advantage of either discount, follow these simple steps:

- Call American Airlines or have your travel agent call at (800) 433-1790 for reservations, 24 hours a day, seven days a week.
- 2. Refer to Star Number S1954LT.
- 3. Certain restrictions may apply and seats are limited.
- 4. These discounts are available only through American's toll-free number, so call today!



# **ALAMO RENT-A-CAR**

ALAMO RENT-A-CAR is offering the following special low car rental rates available one week before and one week after NESRA's Conference. All Alamo rentals include unlimited free mileage.

#### **SPECIAL RATES**

ECONOMY—GEO Metro	\$26/day	\$125/week
COMPACT—Chevrolet Cavalier	\$31/day	\$139/week
MID-SIZE—Chevrolet Beretta	\$33/day	\$169/week
FULL-SIZE—Buick Century	\$38/day	\$199/week
LUXURY—Cadillac Sedan De Ville	\$40/day	\$229/week

Call ALAMO at (800) 732-3232 Request GROUP ID #251404GR to reserve your special rates. Also, please have the reservation agent check Rate Code 9G for additional convention discounts that may apply.

Please add \$2/day and \$10/week for four-door models in Mid-Size, Full-Size and Luxury car categories. Special rates above include \$3,000 maximum personal responsibility should CDW be declined. For more information or to reserve your special rates, call ALAMO.

# Individualized Fitness Program Targets Employee

Based on

each

person's

needs, goals

and

preferences,

**Fitness** 

**Expert devel-**

ops a com-

prehensive,

self-directed

exercise,

nutrition and

lifestyle

program.

ESRA proudly announces a comprehensive, individualized fitness program now available to NESRA member employees. This unique program—Fitness

Expert—combines nutrition and physical activities to assist a person in meeting his/her own health goals.

The program is not for everyone. It is for the person who wishes to alter his/her lifestyle to reach a personal level of fitness. It is not a quick-fix program. One important element of the program is that it gives participants a comprehensive evaluation of their current level of health.

# Who is Fitness Expert?

The Fitness Expert Advisory Board consists of the following qualified people:

- Clarence Fossier, M.D.—Team physician, Chicago Bears (1974-1992); attending physician at Lake Forest and University of Illinois Hospitals.
- Nancy Clark, R.D., M.S.—Nation's leading sports nutritionist, Sportsmedicine Brookline; consultant to Boston Celtics; author, Sports Nutrition Guidebook.
- David Essel, M.S.—National fitness celebrity; star of popular fitness videos and motivation tapes; Men's Fitness magazine advisor.
- Ruth Alexander, Ed. D.—Professor, University of Florida; special consultant to President's Council on Physical Fitness.
- Patrick Winston, Ph.D.—Professor, computer science; Director, Artificial Intelligence Laboratory, Massachusetts Institute of Technology.

#### **Research And Guidelines**

The Fitness Expert system was developed using research and/or guidelines from these and other respected organizations:

- · American Cancer Society
- · American College of Sports Medicine
- American Dietetic Association
- · American Heart Association

- · American Medical Association
- · National Institute on Aging
- National Institutes of Health
- · National Research Council
- President's Council on Physical Fitness and Sports
- USDA/Human Nutrition Information Service
- US Surgeon General
- · YMCA of the USA

# **How Does The Program Work?**

The Fitness Expert system allows each employee to follow his/her own personalized program to reach specific fitness goals in the most effective and enjoyable manner.

Health-risk appraisal programs have historically proven to be a cost-effective way of identifying potential health problems in individual employees. However, once a risk is identified, developing a solution can be costly and difficult. The tasks of losing weight, reducing blood pressure or lowering cholesterol can seem daunting.

What is needed is a comprehensive personalized lifestyle program that shows the employee specifically how to improve his/her wellness and reduce health risks.

Fitness Expert provides just such a solution on a cost-effective basis. Each individual is provided a simple yet comprehensive questionnaire. Here the individual specifies personal fitness goals, food and exercise preferences, schedule constraints, medical history and other important information.

Using information provided by the world's leading health and fitness experts and organizations, Fitness Expert first provides every employee with the most complete assessment available on his/her fitness, nutrition, lifestyle, hereditary and medical-risk factors.

Based on each person's needs, goals and preferences, Fitness Expert develops a comprehensive, self-directed exercise, nutrition and lifestyle program.

Each individual receives a personally designed program, making it easy and fun to implement positive changes immediately.

A detailed set of exercise recommendations and menu plans allow a manageable progression toward better health habits. All the information needed to understand and follow the program is easily accessible, including exercise instructions and delicious recipes. Stress management and motivation techniques also are included on audiotapes.

The result is a happier, healthier and more productive employee, which translates into cost savings for your company.

# **Using The Program**

An advantage of this program is it is a turnkey and can be of no cost to you. The program has a \$150 value and through NESRA is available to your employees for only \$75 each. Of course, there are other ways to present this program to your employees. One is to either totally or partially subsidize the program for interested employees. Some companies will reimburse their employees after successful completion of the program. Others have offered this program in conjunction with their service awards program.

An additional advantage of the program is that it can be used by any size company. Small companies with no fitness facilities can immediately and easily implement this program. Larger companies with professional staffs and facilities can use this to supplement their current programs.

The important thing to keep in mind is that it is a program that is not for everyone, but for the employee who is motivated to alter his/her lifestyle in a way that is personally comfortable. As we continue to strive toward enhancing employees' quality of life, this program provides us with a tool to meet that goal.

For more information refer to the ad on the back cover of this magazine.

An additional advantage of the program is that it can be used by any size

company.



May 18, 1994

# **Start Planning Creative Activities Now!!**

For more information, contact:
National Association of Governor's Councils on
Physical Fitness and Sports
Suite 560
201 S. Capitol Avenue
Indianapolis, IN 46225
(317) 237-5630

# Employee store

# New Customers or a Lawsuit —Your Actions Decide ADA Promotes New Customer Service Standards For Employee Stores

by Calene LeBeau, MA, CCC-SLP



he great news is potential new customers are eager for your services!! Employees with disabilities are part of the largest minority group in America. With the passage of the Americans with Disabilities Act (ADA) individuals with disabilities are expecting access to goods and services they want to enjoy. Employee stores are maintained for convenience and morale of all employees.

Whether interacting with an internal or external. customer, the ADA brings necessary changes to employee stores. Not understanding the "musts" and

# Examples of sensitive language

USE

person with a disability person who uses a wheelchair person with cerebral palsy Downs Syndrome person of small stature person without a disability AVOID

handicapped confined to a wheelchair victim of cerebral palsy Mongoloid dwarf normal person

equality in employment. Because Title I of the ADA prohibits employers from discriminating against qualified job applicants and workers who are or become disabled, there will be more customers with disabilities in your employee stores. The law specifically states that all privileges and benefits of employment and employer-sponsored activities be equally available to employees with disabilities and provides discrimination penalties.

Initial expectations for ADA lawsuits sur-

rounded areas of improper recruiting and interviewing or poor physical access to places of employment. However, the last year has seen many lawsuits resulting from employees with disabilities who felt they had been treated improperly. Although not specifically listed as an ADA case, a

fast-food franchise in Texas recently settled a suit costing the company an estimated \$300,000. This suit resulted from a complaint by an employee with a disability over how his supervisor treated him and verbal statements made about him. As part of the settlement, the judge mandated awareness and sensitivity training for employees.

"shoulds" of the Americans with Disabilities Act could cost you money! A positive proactive approach is your best defense against a discrimination lawsuit.

The spirit and intent of the ADA is to make facilities fully accessible, services available, attitudes positive and professional and to create

# **ADA Compliance**

Since total ADA compliance in all areas may require extended time to create and implement policies, attitude training and a compliance plan should be put into action as soon as possible. A compliance plan should include changes required in the areas of facilities, services and employee attitudes, along with a schedule for accomplishing the changes. Some changes are "readily achievable" or are, in lay terms, "cheap and easy." Others will need to be budgeted over several years. For example, moving shelves to make aisles wider to accommodate wheelchairs may be simple for some stores and a major expense for others.

Making your employee store accessible is as much an issue of attitude as of action. Because the ADA is a civil rights statute, our language, behavior and etiquette will indicate an attitude of accommodation. A rule to remember is always

use first person language: the person who is blind rather than the blind man. Try to avoid terms that sensationalize a disability. Slang terms should never be used.

For a customer who is deaf:

- Get the customer's attention before speaking
- · Keep your face in the best light
- · Maintain face-to-face interaction
- Speak at a normal pace
- Keep your hands away from your face

Much has been written about the requirements for access to facilities and changes in employment policies. Some organizations have spent thousands of dollars to "make the building accessible." Unfortunately the critical changes required in attitudes and interactions with customers and co-workers are often overlooked. For the employee store to satisfy the employees' physical and psychological needs, the focus on customer service is paramount. Have your store personnel received sensitivity training for better customer service to this valuable customer base?

# **Essentials of Service**

The essentials of good service are the same regardless of who is the customer. The principles of patience, honesty, flexibility and conscientiousness apply equally to customers with disabilities. Attitudes and sensitivity are just as important for good customer service as ramps. A good rule is flexibility. Just as all individuals are unique and have various needs and requests for service, individuals with disabilities differ in their need for accommodations. Avoid presumptions and generalizations: Ask what modification is needed. A simple, "How can I help?" can be the most effective means of dealing with potentially troublesome situations. Personnel need to be trained to notice need. Exceptional staff can overcome many correct to deficiencies in physical facilities. Service animals (example: dog guides for the blind or for those with hearing disabilities) are working to assist the individual and should not be distracted by petting or play. If an interpreter is present to assist a person with a hearing disability, always talk to the customer and not to the interpreter, except for an initial greeting to the interpreter. If a prosthesis, such as a hook, is extended, you are expected to shake it as you would someone's hand.

It is always correct to offer assistance to your customers, especially your customers with disabilities. Listen carefully to how they would like you to help. Always follow their directions for assis-

> tance carefully. Unasked-for help or assistance given incorrectly can lead to injuries or difficulties. Avoid drawing attention to a situation where you are giving assistance.

Sensitive wording in all promotional material is

important. You need to make it known that you are willing and able to consider needed accommodations on a case-by-case basis for your customers. Special services, such as orientation to your store for customers with vision disabilities, are value-added interactions that should become common practice.

# **Behavioral Changes**

There are many actions that can indicate sensitivity toward your customers, such as assisting someone who is blind by guiding his/her hand to the signature line on a charge slip.

Minor changes in behavior are important for interactions with a disabled person.

Special services occasionally may be necessary. For example, if a customer with a hearing disability is involved in a complicated purchase requiring time payments, the services of a sign language interpreter may be required. A list of available sources for this service should be kept and updated frequently. There are different types of interpreters (oral, American sign, etc.) so a variety of services should be listed.

It is always offer assistance to your customers, especially your customers with

disabilities.

Emergency procedures for evacuation of customers or employees with disabilities should be included in all emergency drill information.

In addition to customers with disabilities, employee stores may have employees with disabilities working in the stores. Interactions with co-workers involves many of the same attitudes and accommodations already discussed for customers. There will be areas of accommodation to the work situation that will need to be addressed case-by-case. Anything that increases the dignity and inde-

pendence of the employee will be important in maintaining the spirit and intent of the ADA.

#### Conclusion

People with disabilities, like other consumers, patronize businesses and become loyal customers. Their family members, friends, helpers and advocates can become your customers as well. Even individuals not involved in disability issues are impressed with a store that shows sensitivity and concern for great customer service for everyone.

For more information on correct interaction with customers with any kind of disabilities and to develop an action plan for compliance attend the session, "Employee Stores and ADA" on Saturday, May 7, 1994, at the NES-RA Annual Conference in San Antonio, Texas.

Calene LeBeau, MA, CCC-SLP, is a professional speaker and consultant on the Americans with Disabilities Act. She is the author of the book Bridging the Gap, A Guide For Interactions with Individuals With Disabilities. For further information contact her at (713) 827-7299.

For additional information on this subject, please read the following Employees Services Management articles:

ADA: How It Will Affect ES&R, Raymond Davis and Chris Wilsman, February, 1993, p. 10. Evaluate Your Store for Compliance with the ADA, reprint, March, 1993, p. 34.

Americans With Disabilities Act, Cody Bartlett, J.D. and Mark Rabinoff, Ed.D., February, 1991, p. 33.



# National Academy of Human Resources Installs 1993 Class



The National Academy of Human Resources installed its second class of Fellows, an honor considered one of the most prestigious in the Human Resources field. The 1993 Fellows are (front row, left to right): Michael R. Losey, Society for Human Resource Management; Ursula F. Fairbairn, Union Pacific Corporation; D. Quinn Mills, Harvard University; William Emerson Brock, (Distinquished Fellow), former United States Senator; Richard A. Beaumont, Organization Resources Counselors, Inc.; (second row, left to right): Bruce R. Ellig, Pfizer Inc.; Clifford J. Ehrlich, Marriott International; and Harold W. Burlingame, AT&T.

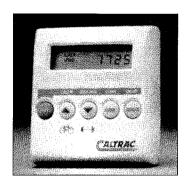
ESRA 1993 President Dave
Baker, CESRA, and NESRA Executive Director Pat Stinson were among more than 150 human resources leaders who gathered at the Harvard Club in New York City on November 4, 1993, to honor their colleagues of the National Academy of Human Resources (NAHR), a group formed to recognize outstanding achievement in the human resources profession. The Academy installed its 1993 class of Fellows during a formal dinner ceremony.

The NAHR election committee chose this year's Fellows from more than 60 nominations. The committee based its selection on the individuals' overall achievements and contributions to the profession.

The 1993 NAHR Fellows are:

- Richard A. Beamont, president, Organization Resources Counselors, Inc.;
- Harold W. Burlingame, senior vice president, AT&T;
- William Emerson Brock, (Distinguished Fellow), former United States Senator;
- Clifford J. Ehrlich, senior vice president, Marriott International;
- **Bruce R. Ellig**, corporate vice president, personnel, Pfizer Inc.;
- Ursula F. Fairbairn, senior vice president, human resources, Union Pacific Corporation;
- Michael R. Losey, president and chief executive officer, Society for Human Resource Management;
- D. Quinn Mills, professor, Graduate School of Business Administration, Harvard University.

# ew products



# Measuring Calories Accurately

The Caltrac, from Personally Yours, is a three-ounce compact, computerized instrument, worn clipped onto a belt, that accurately measures, within 2 percent, the number of calories burned during daily activities.

Individuals enter personal data, then a computer chip measures body movements, displaying a running total of calories expended. An additional program allows entry of calories consumed to keep an ongoing balance of calories burned versus calories eaten.

The package includes the Caltrac instrument, an instructional video, a user manual, and a fitness guide booklet explaining important facts about diet and nutrition.

For more information, contact Personally Fit, 137 E. Fremont Ave., Suite 180, Sunnyvale, CA 94087, (408) 741-1864.

# KeyboardProduct Line

A product line catalog based solely on items that improve a computer user's keyboard efficiency is available from Hooleon Corporation. Some of the im-

provement products include:

- Add-on keyboards that can plug into a computer's serial or parallel port, allowing laptop users, and those desktoppers who want extra keyboards for macros and other uses, a means for connection without disconnecting other peripherals or keyboards.
- Dual language keyboards and language conversion software, specifically designed to allow businesses to issue correspondence in other languages.
- A key-top label that combines a much larger key-top character and Braille-raised character to be used by people whose vision is declining, which meets requirements for the Americans with Disabilities Act.
- Ways to lock-out a single key on a keyboard, which can save hours of programming time in situations where users must be restricted from activating a key.

The 36-page catalog contains a total of 60 product groups.

For more information, contact Hooleon Corporation, 260 Justin Drive, Cottonwood, AZ 86326, (800) 937-1337, FAX (602) 634-4620.

# Financial Service As Benefit

The Money Minds Discounted Services Plan gives employees access to personal financial planning assistance. The Plan operates like a buying club with employees having access to the full range of services on a discounted basis.

Under the Money Minds

Discounted Services Plan, employees may consult with a Personal Financial Advisor on any matter of personal finance including mortgage, insurance, benefits, tax, etc. Or employees can use the Money Minds financial planning services to examine their financial situation in detail and develop a road map to their personal financial goals.

For more information, contact Money Minds, 1825 Elmdale Ave., Glenview, IL 60025, (708) 520-3300.

# Theatre Program Offers Discount

M GM Consulting has a Corporate Discount Theatre Program that offers corporate employees ticket discounts ranging from 15-50 percent on theatre productions in New York City. There is no cost to the companies for this program, except the dissemination of information via newsletters, postings, etc.

The program also offers dining and parking discounts available for most shows and the list of shows is continually updated.

For more information, contact MGM Consulting, 166 East 56th Street, New York, NY 10022, (212) WELCOME.

# V Destinations To Travel Via Radio

n Travel Radio Specials take listeners on a tour of some of the world's top destinations. The nationally-syndicated specials introduce listeners to the featured destination's locales, attrac-

tions and inhabitants through colorful interviews and the sounds of the location.

The hour-long program also offers useful tips on lodging, dining and sightseeing.

For more information, contact On Travel Radio, c/o Jennifer Forrest, 31882 Camino Capistrano, Suite 242, San Juan Capistrano, CA 92675, (714) 493-7988.

# ▼ An Appointment Reminder

The Appointment Reminder from
Selectronics is a compact device giving up to 20 daily reminder settings by just sliding the toggle switches.
One additional personalized setting can be programmed for any time.

The Reminder comes with a metal belt clip. For more information, contact Selectronics, N.A. Inc., 100 Hollister Rd., Teterboro, N.J. 07608, (800) 443-0594.



# v Preseason Workout Guide Available

R eebok and Dr. E.J. "Doc" Kries, speed-strength and conditioning coach and assistant athletic director of the University of Colorado, have teamed up to prepare the Reebok Preseason<sup>TM</sup> Workout Guide for athletes and coaches preparing for outdoor team sports.

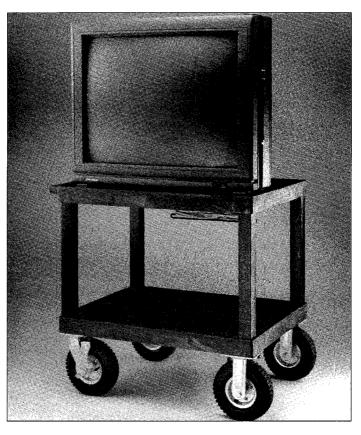
The 12-page illustrated guide features preconditioning drills. Preseason conditioning is considered crucial to developing peak fitness prior to participating in sports. By following the weekly speed-strength workout schedule—drills performed three times a week—an athlete can achieve greater total body power for explosive performances.

For more information, contact Reebok International Ltd., 100 Technology Center Drive, Stoughton, MA 02072, (617) 341-5000.

# ▼ Screen for Elevated Cholesterol

ountry Technology presents a way to measure cholesterol. Chemcard™ can immediately screen for elevated cholesterol levels and requires only one drop of blood from a fingerstick on the special card. Wait three minutes, slide the inner card to match colors and read the results.

For more information, contact Country Technology, Inc., P.O. Box 87, Gays Mills, WI 54631, (608) 735-4718.



# Large Screen Monitor Trucks Available

H Wilson has a line of large screen monitor trucks designed to be safely used with today's large screen monitors and heavy equipment. The selection includes two metal trucks and two Tuffy thermoplastic trucks. Both versions include a sixoutlet and surge suppressing electrical assembly and are offered in two heights: 44-inches with three shelves and 32-inch with two shelves.

The metal version comes with 8-inch pneumatic tires, two with brakes. The Tuffy version comes with 8-inch semi-pneumatic tires, two with brakes.

For more information, contact H. Wilson Company, 555 West Taft Drive, South Holland, IL 60473, (800) 245-7224, FAX (800) 245-8224.

# ▼ Employee Outplacement Program on Video

he job placement program, which a U.S. Labor Department survey credited with having the best job placement record in the country, is now available from CRM Films for companies seeking outplacement assistance for laid-off employees. The program, once sponsored by the U.S. Government through the Comprehensive Employment Training Act (CETA) and the Self Directed Placement Corporation, has been packaged as a self-study course called the Action Job Kit.

The kit includes a videotaped seminar, a training manual and workbook, plus two audio cassettes containing answers to the 50 mostasked interview questions.

For more information, contact CRM Films, 2215 Faraday Avenue, Carlsbad, CA 92008-7295, (800) 421-0833, (619) 431-9800.

# ▼ Increasing Service in Your Company

In his book, Who Cares? A Wake-Up Call for Service and Leadership, Peter Burwash describes the characteristics of successful service companies and their leaders who truly do care. Then he issues a "wake-up call" to put into action those qualities that will enhance both your business and your personal life.

The majority of Burwash's interviews have come from the employees of industry's leading companies. The perspective of the front-line personnel who have the most direct contact with their customers is enlightening and completes the understanding of the total picture.

The organization of the book is divided into two major sections. The first identifies 12 common denominators of great service companies. The second examines 25 common traits of great leaders. The 154-page book is filled with examples, quotations and wit.

For more information, contact Peter Burwash International, Marketing Development Division, 2203 Timberloch Place, Ste. 126, The Woodlands, TX 77380, (713) 363-4707.

# ${f B}_{uyer's\ guide\ update}$

#### $\blacksquare$

# Anaheim Ramada Inn

1331 E. Katella Ave. Anaheim, CA 92805 (714) 978-8088

Contact: Loreta Shaddock

The Anaheim Ramada Inn offers NESRA members a \$45 rate. There are 240 spacious guest rooms with two queen or one king-size bed per room, in-room coffee and tea makers and full service restaurant and sports bar. It's located one mile from Disneyland with complimentary shuttle service available. Kids eat free with paying adult. Limit three children per room.

# ▼ Days Inn Maingate West

7980 W. Irlo Bronson Memorial Hwy. Kissimmee, FL 34747 (407) 396-8000

Contact: Leslee Senechal

Days Inn Maingate West is located two miles from Disney World, with exciting amenities, including free transportation to Disney World, gift shop, guest services and much more! Kids stay and eat free. There are 295 rooms and a \$5,000,000 renovation to be completed Spring '94. NESRA members receive incredible rates from \$29 to \$39.

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# ▼ Fitness Expert

407 Oakwood Drive Barrington, IL 60010 (708) 526-7585

Contact: Perry Anthony

Fitness Expert offers a comprehensive customized individual health promotion program that is available to NESRA member employees. The program ties together both nutrition and activity for the employee who wishes to reach specific health goals. This personalized program is available for only \$75 to NESRA member employees.

# ▼ Lantern Bay Resort

100 Lantern Bay Road Branson, MO 65616 (800) 338-0407 (417) 388-3000

Contact: Carolyn Powers

Branson's newest resort, ideal for weekends or extended stays, the Lantern Bay Resort is located in the heart of the Ozark Mountains and is adjacent to Silver Dollar City, overlooking Table Rock Lake. Call (800) 338-0407.

# Portrait Concepts, Ltd.

219 Broadway, Suite 222 Laguna Beach, CA 92651 (714) 497-5683

Contact: Robert Kremer

Portrait Concepts offers a Family Portrait Employee Appreciation Program free to NESRA companies. The program entitles each employee's family to receive an 8 x 10 family portrait, mounted on Artist's Canvas, as a gift from the company. We provide all needed materials.

# ▼ Print U.S.A.

64 N. Conahan Drive P.O. Box 2009 Hazleton, PA 18201-0675 (800) 538-1585 (717) 455-1977 FAX Contact: Franklin H. Silcox

Print U.S.A. offers an elegant line of both traditional and contemporary designs for wedding invitations and announcements, social invitations, personal stationery and accessories. The selection includes a choice of either raised-printing or genuine copperplate engraving, all at a 40-percent discount. An additional company rebate is available. Employees may order direct or through a company store. Albums and ordering supplies are provided at no charge. Satisfaction completely guaranteed.

# Russ Berrie & Company, Inc.

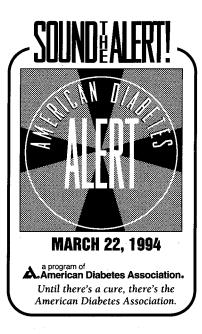
111 Bauer Drive Oakland, NJ 07436 (201) 337-9000 ext. 354 (201) 337-9634 FAX Contact: Wayne Ballard

Russ Berrie & Company, Inc. markets a vast selection of impulse gifts including stuffed animals, trolls, ceramic mugs, porcelain gifts, picture frames, gift bags, greeting cards, figurines, keyrings, and magnets.

# v The College House, Inc.

601 Cantiague Rd. Westbury, NY 11590 (800) 888-7606 (516) 334-7600 (516) 334-7354 FAX Contact: Ned Jones

College House proudly produces a complete line of 100 percent made-in-the-USA screenprinted and embroidered sportswear. They offer custom, innovative graphics created by their inhouse Art Department. Please call for catalog and details about their NESRA program.



# This Publication is available in Microform.



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# **JOB BANK USA**

The foremost all-purpose recruiting resource in the country is now available to all NESRA members. This state-of-the-art information system will facilitate your

# Search for qualified employees:

Companies can now use this sophisticated database to fill virtually all job openings. An extensive range of diverse occupational fields provides an exceptional selection of prospective employees to meet your organization's specific criteria.

# Search for appropriate employment:

With so many companies across the country using Job Bank USA for their recruiting needs, enrollment in the database is a great way to position your resume where it will be seen by people who are hiring.

To find out more about Job Bank USA and its services, contact Job Bank USA directly at (800) 296-1USA or (703) 847-1706.

# CANDID CORNER continued from page 36

lacktriangle

Later that
day, all the
children
caught their

D<sub>0</sub>

Bob Grimm of PSEA/PG&E in Concord, CA, has fond memories of employees' children enjoying themselves at the annual children's fishing derby. Grimm planned the derby around the time 900 trout were to be stocked in the small lake. On the morning of the derby, the fish truck barely made it to the lake when it broke down. To save all the fish in the truck, the entire amount—3,000 trout (instead of the 900 ordered)—were unloaded into the lake. Later that day, all the children caught their 10-trout limit. Grimm remembers them gleaming with smiles from ear-to-ear.



Penny Murray of Fujitsu America, Inc. in San Jose, CA, says at an annual anniversary party a water gun fight escalated into a water bucket

fight. Murray says she couldn't tell her top executives from the employees as they drenched each other with bucketfuls of water.



Sandy Hinzmann, CESRA, of SRI International, Menlo Park, CA, says on one ordinary day of work she and most other employees were surprised to see a huge, gray plaster gargoyle on the building's center chimney. Apparently a group of employees from the engineering department thought it would be fun to create a monster and to sneak it up on the chimney. Hinzmann says, "Everyone was really surprised—it really boosted morale for a while. In fact, we held a 'name the gargoyle' contest and a photo contest in search of the most bizarre picture of the gargoyle."

# A Commitment to Excellence in **Employee Services and Recreation** Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming. Current Foundation projects include: Funding biannual field surveys delivering data on salaries, budgets and programming trends; Reviewing candidates wishing to conduct research that will supply data to members; Funding the publishing of a four-book series of texts concentrating on various subjects in employee services. Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field. Yes! I'd like to send a tax-deductible donation to the NESRA Education and Research Foundation! My donation is for the following amount: My organization is involved in a corporate gift-matching program: yes no lim not sure. NESRA Education and Research Foundation Send your donations to: 2211 York Road, Suite 207, Oak Brook, IL 60521-2371 (708) 368-1280 Thank you

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# Unforgettable Moments

NESRA called Chapter Presidents and other NESRA members asking them to share with us some of the funniest things employees have done at events or stories from some of their most memorable events. Enjoy this collection of stories.

Claudia Jo Jackson, 1993 President of ESROC, said at the Bank of San Diego's, CA, picnic, a 57-year-old employee arrived in a bikini. "There was a little more of her than the bikini," says

Jackson.

V

Beverly Weager, 1993 President of the Golden Gate Chapter of NESRA in San Francisco, CA, says one of her most memorable Bechtel Employees' Club picnics was when a resort agreed to provide complimentary staffing, equipment and safety equipment and gave employees and their children the thrill of trampolining and performing trapeze tricks 30 feet off the ground above a safety net.

 $\blacksquare$ 

Alma-jean Marion, 1993 President of the SESRA Chapter in Seattle, WA, says she finds it humorous when some of the most composed employees of the University of Washington Medical Center faint, forget their names or turn into blubbering marshmallows when they are surprised at service award banquets with recognition awards from their peers.

V

Chris Wilsman, 1993 President of the North Carolina Triangle Chapter of NESRA, says at UNC Hospitals' picnic, during a surgical greens relay race where employees had to put on surgical suits over their clothes, run, take off the suits and hand them to the next relay people, one female employee got so wrapped up in the race, she took off her shirt with the surgical top. She sat down in line wearing her brassiere for a few minutes until she realized what had happened.

 $\blacksquare$ 

Kathy Roadarmel, 1993 President of the NESRA Chapter of Nashville, said two employees surprised their co-workers when they arrived wearing a wedding dress and tuxedo and accompanied by a preacher to get married at Comdata Corporation's picnic, held at a hayride and barn dance facility. They chose this event for their wedding because they had met at the company picnic a year before. In addition to 5,000 co-workers, cows, goats and bulls witnessed the ceremony.

~

NESRA Treasurer Diane Delaney-Talton, CESRA, Los Angeles, CA, remembers a western-themed open house she hosted. One volunteer was designated to dress as the sheriff. He took his job seriously. When he saw a director allegedly cheating at a pseudo gambling game in the decorated saloon, he arrested the man. Since there was no jail, the sheriff handcuffed the director to the most stationary object in the lobby of the building—an ice cream cooler. Instead of acting out the regretful prisoner role, the director made the most of his predicament while he stood there eating one ice cream treat after another out of the cooler.

continued on page 34

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Journal of Employee Recreation Health & Education April 1994

A Common Thread for Workforce
Diversity

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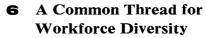
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# **NEWS**

#### IN BRIEF

#### ▼ Time-Limit to Retire

A bout 6 percent of U.S. workers who are approaching retirement age have received a time-limited offer to retire early, a University of Michigan survey shows. But about 60 percent of them rejected it.

Rejected cash bonuses averaged \$29,000 to retire early and rejected offers of improved pension benefits averaged \$4,000 a year.

When a group of more than 5,000 people born between 1931 and 1941 who had worked in the past 20 years were surveyed, the following results were revealed:

- Those who received early retirement offers, about 6 percent of the sample, were more advantaged than those who did not. They had, on average, one more year of schooling and were more likely to be white, married and male, and less likely to be in fair-to-poor health or to report that their health limited their work.
- At least half of those who accepted offers to retire early went to work somewhere else instead of retiring altogether. In their postretirement jobs, they worked an average of 31 hours a week, compared with 45 hours a week before retirement.

■ Nearly 20 percent of those who received a special early retirement offer received more than one from the same employer.

Data from the Health and Retirement Study suggest that early retirement offers are becoming increasingly common as the workforce ages and firms attempt to trim their labor costs.

# ▼ Job Reviews By Peers

any companies are starting a job performance program whereby the employee is reviewed by a group of his/her peers, reports U.S. News & World Report. By calling on coworkers, customers and subordinates for a 360degree feedback circle, companies are hoping to give everyone a sense of participation in the review process and gain more accurate readings of performance.

To assure that the outcome of a review is fair, employees should first meet with the boss and raters to make sure that everyone interprets the rating system the same way. Many systems are based on a scale of 1 to 10. While one reviewer

may think average is five, others could think average is seven.

A potential weakness in this system, is that so many reviewers could send conflicting messages. In some programs, the highest and lowest ratings are automatically thrown out to lessen any biases.

#### Collective Intelligence

A t its 7th General
Assembly, The World
Future Society predicted
information technologies
will reshape the way
knowledge is formed, bringing a collective intelligence
rather than artificial intelligence. The computer empowered global scale tools
can bring together many
minds so that human beings
can deal with more complex
problems.

The group also commented that the successful corporations in the future will have to gear up for quickly adjusting to successive waves of change including intense and fast-paced global competition, rapid technological advances and instant communication and a shifting demographic base.

# V Basketball Leads in Team Sports

Basketball is America's favorite team sport and the third most popular sports activity in the nation, according to a study conducted by American Sports Data, Inc. The study found that 40.4 million Americans aged six or over played basketball at least once in 1992.

Basketball has grown steadily in popularity since a 1987 study was conducted. The number of participants has grown 13.2 percent over that period, from 35.7 million in 1987.

Manufacturers' sales of basketballs and equipment in the U.S. have increased 36 percent since 1988, from \$95 million to \$129 million in 1992. Other findings:

■ Male players outnumber female players by a 70 to 30 percent margin, but between the ages of 6 and 17, participation is more even: about 60 percent male and 40 percent female.

Participation among males has grown 14 percent since 1987, compared to 11 percent by females.

- Twenty-two percent of all players (9 million in 1992) are in the youngest age group measured, 6-11.
- A great deal of basketball is played outdoors and in pick-up situations.

#### **FAX** for Less

P axing a one or two page letter across the United States is cheaper than mailing it first-class, says USA Today. The cost of a long-distance call from Irvine, CA to Washington was 25 cents during the weekday, 15 cents in the evening and 13 cents on the weekend.

#### The Role of EAPs

B usiness people appear to not notice the connection between growing stress claims and the key role Employee Assistance Programs (EAPs) can play in reducing such claims, reports EAPA Exchange. The EAP is the logical resource to help bring change in this area.

Employee assistance workers encounter experiences that are already or could soon be the stress disorders that turn into workers' compensation cases. It is up to employee assistance workers to be both vocal and persuasive in getting both their clients and the business community to face the problem of stress in the workplace and to come up with a realistic solution.

#### Travel Planning Goes High Tech

T ravel services via computers, automated ticketing machines and virtual reality may all play a bigger role in helping travelers plan trips and make

reservations, reports the U.S. Travel Data Center.

Out of 1,500 American consumers, more than half were aware of traditional methods to make travel arrangements such as travel agents, direct bookings and magazines. More than half also knew about travel clubs, and more than one-third were aware of home shopping and TV travel shows and guidebooks as travel resources.

Thirty-four percent are also familiar with services available on their computers, 20 percent knew about automated ticketing machines and 15 percent had heard of virtual reality.

Three percent said that they had used personal computing services and 12 percent said they would consider using them. Less than one percent said they had used virtual reality and 11 percent would definitely consider using it. Two percent had used television travel shows for travel arrangements and seven percent would definitely consider using them.

#### Myths About Women Managers

Employers base their prejudices against women international managers on three assumptions: Women do not want to be international managers, companies refuse to send women abroad, and foreigners' prejudice against women renders them ineffective, reports HRMagazine.

For many women, the most difficult part is figuring out how to get their home company to send them abroad, gaining the respect of foreigners and succeeding once they are abroad.

Home companies create disadvantages for a woman when they limit the length of assignment, rather than offering the standard 2-3 years. Companies need to give women international managers full status at the outset, with the appropriate titles to communicate the company's commitment to them

Companies should not assume that women managers will not want to go abroad. The proportion of single and married women interested in working abroad is identical to that of men.

#### Airline Perks Take Flight

In-flight entertainment is making inroads in airlines, offering passengers more ways to make the time fly, says *The Chicago Tribune*. Video games, Las Vegas-style gaming, live sports broadcasts, compactdisc sound quality and personal computers that allow passengers to link up with the on-line services available on the ground, are just a few of the devices coming to the air.

Interactive systems that allow passengers to make hotel and car reservations from the air, or make catalog purchases are making headway. Already, passengers on some airlines can choose a movie from an onboard video library to watch on a personal in-seat monitor, order flowers by phone, play video games or catch a live major league baseball game.

Now, most of the gadgets are available only to first and business class passengers. Some airline officials are questioning how meaningful these new gadgets are in passengers' priorities.

# ▼ Monthly Bills for Interactive Entertainment

A new kind of sticker shock could dampen the coming digital video revolution, reports Advertising Age. Hundreds of new entertainment services will come into American homes in the coming years. Direct broadcast satellite and dial-up video services over telephone lines will increase channel capacity.

Consumers will be able to rent movies on demand, order takeout food and play two-way video games on the television. Wireless phone calls over the cable TV system and televised classes on a wide range of subjects will soon be reality.

Each of these services will require the consumer's money. The cumulative charges for these new viewer choices will come together in one monthly bill, rather than small out-of-pocket cash expenditures. After some families get a large bill, some of them might put a household limit on these entertainment expenses.

# A Common Workforce

Employee services and recreation programs meet the challenge of workforce diversity. They create relationships where there might not otherwise be any.

by Joyce A. Schlosser

he Society for Human Resource Management and Commerce Clearing House, Inc. recently released findings from its joint annual survey regarding workforce diversity:

Almost 70 percent of the respondents reported increases in the number of women hired in their organizations, and about 60 percent said they employed more African-Americans. About half reported hiring more Hispanics, while 44 percent hired more Asians, 43 percent said employment of older Americans had increased, and 33 percent said they hired more employees with disabilities. Organizations also noted a 15 percent increase in employment of gaylesbian employees. White males represented 10.4 percent increase.

The Society of Human Resource Management also reports, "Changes in workforce composition over the last 10 years have emphasized the emerging importance of diversity management, and as a result, 61 percent of survey respondents indicate that diversity management is no longer a choice for their organizations. Their employee populations are already too diverse to ignore the issue any longer.

This is why workforce diversity programs are needed in companies around the world. This need is here and *now* in many companies and the number of diverse employees will grow rapidly through at least the year 2000.

With increasing competition concerns, and a focus on the information age, corporations are realizing the value of the employee and the treasure of the information s/he possess within.

# Thread for Diversity



In light of this, companies are in competition for the best employees. Diane Crispell in her article, "Workers in 2000," published in *American Demographics*, said, "The major challenge of tomorrow may not lie in balancing employee's needs with worker's skills, but in balancing workers' personal needs with job demands."

Employee services and recreation programs not only meet employees' personal needs but can become a common thread shared by various different employees. Through participating in an array of employee services and recreation programs, employees talk to one another, learn about each other, discover each other's strengths and learn to maximize these strengths. Although a workforce diversity program that goes beyond awareness of diversity to a true appreciation and capitalization of differences cannot be achieved

overnight, offering an employee services and recreation program is a step in the right direction.

An employee services and recreation program cannot answer all questions regarding workforce diversity. It can, however, be an instrument used to create relationships between employees where there may not otherwise be any. This will emphasize the significance of all employees working on the same company team. With this spirit, employee morale may be raised and productivity can increase. After all, aren't these some of the same goals of workforce diversity programs?

#### **Sports Programming**

The basketball floor, bowling lanes, baseball field, or any other sports setting can offer a place for barriers to be broken. A sports program can give the employees the opportunity to play to-

Employee Services Management

gether as a "team." This builds bonds between individuals that can lead to meaningful relationships. It also offers some employees a chance to perform in a leadership role—a role different from their daily work role. Each member of the team depends on the others for success. Diversity in age, race, culture, etc., are factors of, but

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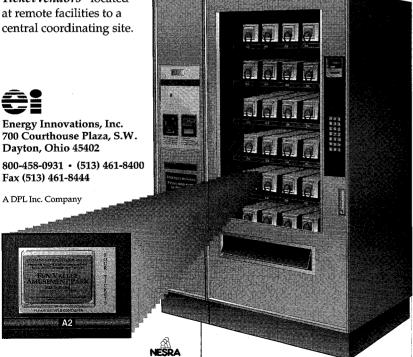
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not highly significant when all are focused on the ultimate goal of team success. There is a unifying power that develops in this situation where communication and cooperation among team members are essential. Whether playing for competition or for the enjoyment of play, sports can be a common interest among employees. Through sports they share the joy of winning and the frustration of losing. Failure can be an effective learning tool in dealing with real-life situations and in building supportive relationships between teammates. These are excellent lessons that employees can carry into the workplace, improving their interpersonal skills as well as expanding their relationships.

#### Wellness and Fitness Programming

Working out at a fitness center offers a unique situation whereby all employees can work side by side. They discover they may share some basic commitments which are important to their overall health and well-being. This common ground creates a bond between employees. A real appreciation develops for the commitment involved with attaining a level of fitness.

With differences in lifestyles and cultures among employees, to be effective, wellness programming should be as diverse as the workforce. Besides offering "traditional" wellness programming, a company can investigate any interest in adding some alternative programming such as Yoga, Tai Chi training, therapeutic body massage, etc. by surveying its employees.

According to the New England Journal of Medicine (March 1990), one-third of American adults currently use alternative medical therapies including herbal medicines, acupuncture, biofeedback and spiritual healing. With these percentages in mind, it seems evident that traditional programming alone may not meet the needs of a diverse workforce. If alternative programming fits with the overall philosophy of the company's wellness programming, a broader program will do more towards meeting the needs of a larger number of employees. Employees will perceive the company as caring enough to offer what meets their individual needs. A positive feeling is generated throughout the workforce. This type of programming also offers employees the opportunity to try something beyond their normal scope of experience by putting them in the presence of divergent groups. This experience gives the employee an entirely new perspective.

#### **Social Event Programming**

To be effective, these programs, and all others, must be appealing to all different types of employees. For best results, develop planning committees composed of representatives of each employee group. This will ensure that the activity will be appealing to all groups. Each committee should review the occasion for the event, its name, music, food and location to be sure all elements are non-offensive to all groups and acceptable to all. For example, it would be inappropriate to feature a country/western band at a Black history event.

You may wish to survey your members to find out which cultural holidays they would like to celebrate. They may wish to celebrate Cinco de Mayo, Black History Week or Mexican Independence Day. It's important to realize employees may also wish to celebrate St. Patrick's Day or holidays representing other cultures. In view of highlighting diversity, this and other holidays which may appear common should not be regarded as such. They too should have their own merit. Employees may be proud to call an occasion to their holidays as well.

Holiday parties for the children and families are very popular among employees. However, care should be taken to include employees of diverse family types, faiths and cultures in like or modified events that are not offensive to nontraditional beliefs. By including alternative events and acknowledging differences in beliefs and cultures as acceptable, self-esteem and pride among the minority groups are enhanced. No matter what the theme for the family event, it is an excellent tool for bringing a variety of employees together in a pleasant and friendly atmosphere. Employees come to know their fellow workers on a social level instead of strictly on a business level. This informal environment helps improve communication which is a key to overcoming difficult attitudes towards others at the workplace.

A great learning experience for families might be a cultural exchange party. Employees from each culture represented in the workforce can be responsible for sponsoring a booth that depicts their ancestors' lives. Ethnic food can be sampled, traditional clothing for each culture can be worn, etc. This would be a wonderful opportunity to share heritage and gain appreciation for differences.

Other programming ideas may include a "Dining Around the World" food fair where all different types of food are served. Craft fairs are wonderful opportunities for employees to see and learn from the craftsmanship of each other. One

company celebrates a culture's new year with a meal served in the cafeteria from that culture.

In addition to recognizing differences in race, religion and sex, employee services and recreation managers need to recognize retirees as a diverse group. Events such as an early morning on-site breakfast for retirees give them a chance to come back and see friends in a familiar setting. They feel welcome in a place which was their base for so many years.

Offering retirees a chance to serve as volunteers at children and family events is another way to keep them in touch, active and feeling useful. Retirees are excellent resources. Get them involved in a committee for planning retiree events and give them some ownership in the programming. Employee services and recreation programs extended to retirees help employees appreciate retirees.

#### **Educational Programming**

Through lunchtime seminars, employee services and recreation programs can address issues affecting various employees. For example, women may be interested in attending a seminar on childcare options, elder care options, financial planning, etc. Minority groups may benefit from courses on English as a second language.

The aging employee population may benefit from financial planning, retirement planning, long-term health care and community service seminars. By identifying the needs of each group, ES&R managers can offer informational programs for them.

#### **Special-Interest Groups**

Give categories of employees a chance to meet to discuss their work relationship and to provide strength and support for one another. Depending upon your employee population, special-interest groups for working mothers, Asians, Blacks, gays, lesbians or elder care caregivers may emerge. These groups can then have a representative to take their concerns to management. This way, employees have a voice. These groups can also add to the social event calendar if they choose to sponsor activities for the entire employee population.

#### Newsletters

Employee newsletters are fine tools to encourage workforce diversity. In these publications, you can provide the history of an upcoming holiday or you can ask employees to contribute

▼
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types of food
are served.

pieces on their traditions or customs. (Take caution when approaching employees, don't assume that employees' last names are true indications of their culture. Some employees may not identify with the culture you perceive as their ethnic background.) The newsletter is a place for information to be shared. Others can learn about the needs and accomplishments of diverse employees.

#### Conclusion

A good employee services and recreation program expands employee interests. This can occur by interaction with other employees and also by developing the employee's concept of self. In the experience of developing relationships, employees also discover their own sense of uniqueness. Programming must be varied to meet the needs and interests of diverse employ-

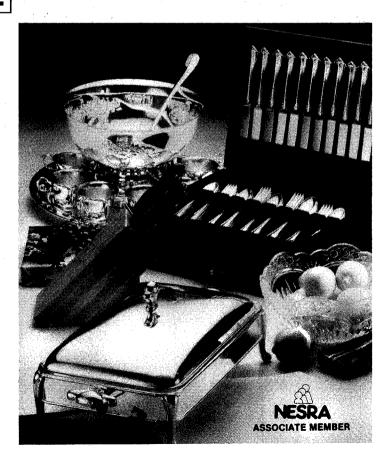
ees. Recreation/fitness programs cannot prevent prejudices and attitudes when dealing with a diverse workforce, but employers can gain some leverage in breaking down some barriers and bridging gaps that might exist in a work setting.

Joyce A. Schlosser is Employee Events Coordinator for the Illinois Agricultural Association Recreation Association (IAARA), Illinois Farm Bureau, Bloomington, Illinois.

For additional information on this subject, please read the following Employee Services Management articles:

"Recreation—A Key to Workforce Diversity," Ken Giannotti, August, 1992

"Adjusting To A Varied Workforce," Elizabeth Grumbine, Dec. | Jan. 1990



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# Developing A Comprehensive Communication Program

by Reece A. Franklin

Use this 14-step approach
to effectively market
your overall ES&R
program.

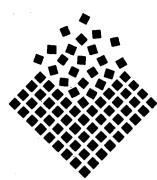
erhaps one of the most frustrating parts of your job as an employee services and recreation manager is experiencing lack of attendance at your well-planned functions. You did everything to the letter—set the right date, ordered the right food, hired the right speaker or entertainment, prepared an elaborate brochure or flyer, posted notices on the bulletin board, even put a blurb in the company newsletter—and still few people showed up.

Instead of beating yourself up about what you might have done wrong, I suggest you regroup and attack the problem from a

marketing perspective. Think like a marketer. Here is a 14-step approach for a better communications program that uses basic marketing principles. It might help you see your program as one program to market with several elements.

#### 1. Understand the Need to Develop a Plan

Develop an overall marketing plan for your department. Set goals and objectives. Without a plan, your promotional and communication efforts will likely have a hodgepodge look to them. If your "plan" is to "try a flyer for the softball game and maybe a blurb in the newsletter" without giving the process much



thought, you're literally planning to fail. You'll do better by systematically determining exactly what methods your employees will respond to. How do you know this? Step 2...

#### 2. Know Your Customers

Treat your employees as prospects and customers. Know who they are and what

# The NESRA Education & Research Foundation

will present Research Study Results on

"The Relationship of Leisure Satisfaction and Job Satisfaction: A Study of Participants and Nonparticipants in an Employee Leisure Program"

by Jon C. McChesney, ABD

in the Next issue of Employee Services Management

A Commitment to
Excellence in
Employee Services and
Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. For more information about NESRA's Education and Research Foundation, call (708) 368-1280 or write to NESRA, 2211 York Rd., Suite 207, Oak Brook, IL 60521.

they're feeling. Basic demographics of age, sex, longevity on the job, job description, income, etc. will help you get a clearer picture of who you are targeting. The next step is knowing what they want.

#### 3. Take a Survey

The problem with most employee communication programs is you think you know what events and communication tools employees respond to, but you haven't asked them. When in doubt, take a survey. In fact, this is so important I suggest you survey the employees every six months. And not just a verbal "what do you think we should do?"

#### 4. Know Your Competition

Every marketing plan focuses on who the competition is, and what they are doing. Even in your company, there is competition for your employees' time: neighborhood softball leagues, church events, internal meetings and pressures of the job. Your survey will show how much, or little time employees have to attend your events, read your newsletter, etc. By planning ahead, you can schedule your programs when the "heat is off."

#### 5. Know Your Department's Strengths and Weaknesses

What parts of the communication process do you do well? What parts not so well? Focus on your strengths and get help where you are weak. If special events are your strong suit, but flyers are your downfall, farm out your flyers and written communication tools to someone with expertise who understands basic advertising concepts—layout, design, grabber headlines and dazzling body copy.

#### 6. Look at the Big Picture

Instead of trying different communication methods every time you have an event, determine how each event is part of the overall big picture. Have a common theme. Is your summer picnic a one-shot, or part of a long-range plan to get two departments talking to each other? If it's the latter, do the attendees know this? You may be a communications specialist who's not communicating with your audience. Let them know why they're being invited, and why you're holding the picnic.

#### 7. Write Down Your Objectives

What are the objectives of your department? (Objectives are what you want to achieve.) To promote friendliness? To foster better communication between the employees, or between employees and department heads, or both? Write these down. Different objectives will mean different marketing strategies (how you plan to achieve these objectives).

#### 8. Develop a Positive Image for Your Department

Employees must be clear about what is available from their employee services department. If they feel all you do is send them "more junk mail," or "they put up things on the bulletin board," you have major work ahead of you. One way to show a strong image is by making sure all your materials have a common theme.

For example, a theme of "We Care About You" could be consistently carried out in a variety of ways: A column in the company newsletter about the "caring person of the month;" answering your department phone with "employee services and recreation—we care about you;" department letterhead that uses this slogan; an employee "We Care" button campaign with incentives for wearing the buttons.

However, this theme must be more than just words on paper. It must be an attitude, manifested in getting feedback directly from employees on how they liked a particular event or promotion. A personal visit to key employees, where you take time to ask for their input, will strengthen that all important image.

#### 9. Coordinate Your Promotional Efforts

Your department's visibility will be greatly increased by coordination of your promotional efforts. Your promotions are the strategies and tactics you will use to meet your objectives. They must all work together, or your message is unclear. You don't want your customers to be thinking "why are they doing this?"

Make sure the common theme is found throughout. Ask yourself, "will this particular tactic (newsletter) help me reach my goal (250 employees at the company picnic)?" If not, why am I doing a newsletter about this subject? Wouldn't a simple announcement, tied in with a "hold the date" card inserted in the newsletter, followed by a two-color flyer, be better?

These promotional efforts must complement each other. They must be part of your overall marketing campaign. A campaign is a series of tactics (implementations) that have the same general appearance, a commonality of logo, typestyle, etc. Repeat elements in graphics and copy to strike a recurrent familiar note.

For example, your newsletter format shouldn't change, even though the message from issue to issue will.

# 10. Know the Essential Elements of a Marketing Strategy

Again, the strategy is how you plan to achieve your objectives. Let's say your objective is, as before, to get 250 people to a company picnic. What methods can you use and measure to determine if you're on target? Some of the communication materials might include electronic newslines; billboards; computer E-Mail, bulletin boards, database files; multimedia video; displays and exhibits in the hallways; and newsletters, flyers, and other printed materials.

Let's analyze these. As stated above, the methods used must be measurable. Oftentimes, employee services managers use a particular method because it's the norm. But, if your strategy is a method for achieving a defined objective, then measurement is required. Certain marketing methods lend themselves better to measurement: Computer E-mail, where you can leave a message; displays and exhibits with coupons, applications or order forms available; newsletters with clip coupons to return to you; flyers with order forms, etc. Methods like video, billboards and electronic newslines cannot offer a direct response measurement.

#### 11. Don't be Stuck With the Mundane, Use Your Creativity

While newsletters, flyers and other regular methods work, try new approaches, still using the commonality of theme, logo, typestyle, and layout. How about a separate benefits guide, outlining in detail what each program you intend to do during the year is all about? If you have a company newsletter, why not add a benefits page every month in the same place, so they know where to look?

A separate benefits or information packet works wonders. Put one together with

A campaign
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etc.

#### COMMUNICATION PROGRAM



Reece Franklin is president of Reece Franklin & Associates, in Chino, California, a firm specializing in providing marketing, advertising and public relations services.

**Learn first**hand from Reece Franklin at NESRA's 53rd **Annual** Conference and Exhibit. Attend his sessions, "Powerful **Promotional** Materials" and "How to **Market Your** Chapter."

calendars, newsletters, description of events, testimonials, flyers, etc. Give every employee one. Include vendor giveaways in the package.

Your promotional events can be out of the ordinary too. Try mini-trade shows or benefit fairs, where you bring vendors out, to show your employees what's available to them. One ES&R coordinator found benefit fairs have done more to disseminate information and gain happy employees than any other method in the last five years. It's the person-to-person method that most people crave.

Tie them in with a few quick workshops on what's happening around the plant, and voila, instant successful event.

# 12. Use Every Effort to Catch the Attention of Your Employees

Attention is the key. Remember, you are selling a product (the event, the program). The sales process is simple: Grab their attention, create an interest in the product (based on their wants and needs, not yours), arouse a burning desire for the product or service, and action—ask for the order! How do you get their attention? Offer a big benefit in the headline of your flyer, newsletter, banner, etc., based on the employees' perceptions, not yours. Use a positive benefit-laden headline with an "implied you" in all communications material.

#### 13. Get Your Employees to do What You Want Them to

This is easier said than done. You can't force people to attend. You can only create a desire for them to attend. Remember the cliche about leading a horse to water. Obviously, you can't make them drink. And the key is not necessarily in leading, but in making your employees thirsty enough to seek the water (your programs).

Do this by selling the sizzle, not the steak. You offer the benefits of attending, not the features. What's the difference?

"The RocketWiz Company Picnic will feature the following events: Chuck wagon BBQ, clowns, jugglers, rides for the kids, etc." Ho Hum, BORING! Same old stuff, right? It's all features, not benefits. (A benefit is what your employee gets out of the event, not what it is.)

Try this instead—"HUNGRY? How about

chicken so tender it melts in your mouth, with a sauce to die for? Rib meat that falls off the bone, and fixin's good, n'hot, n' plenty of em! For the kiddies—they'll laugh their socks off, in a chaperoned area, while everyone enjoys themselves."

See the difference? Make 'em thirsty, make 'em hungry. Tease them, please them and squeeze them. Don't bore them! Always remember the phrase WIIFME—What's In It for Me? That's what your employees are always thinking, whenever you approach them with any communication material or promotional effort.

#### 14. Use these quick writing tips

Remember benefits, not features. Write in simple, sixth-grade level style. And put the *you* in everything you do. As Judge Lee Shapiro says, "they don't care how much you know, until they know how much you care!"

#### Conclusion

In your world of communications, the ultimate test is whether or not your employees understand what you're saying and whether they'll respond. The more you blend your methods into a comprehensive plan, where every piece of the puzzle fits together, the more response you'll get.

If you're not as successful as you want to be with your current program, I invite you to try these marketing techniques. Remember, your customers (employees) are being wooed by your competitors (time and other events) on a regular basis. It's up to you to show them your Unique Selling Proposition (why your programs are better and what's in it for them.) Your job is to constantly create systematic sizzle that spells *success*.

For other related articles, refer to Employee Services Management, "A Publication With Punch," Linda Wright, September, p. 36, 1993.

"The Bulletin Board is Obsolete," Rhonda Iversen, August, p. 11, 1992.

# Are You Sure Your Employee Association's Income Is Exempt From Federal Income Taxes?

any of you want to know if your employee association is exempt from paying
Federal income taxes. You also want to know exactly what is Unrelated Business Income. You'll find the answers to these questions in this article.

Employee recreation associations that are exempt or desire exemption from federal income tax will generally need to comply with the provisions of Internal Revenue Code Section (IRC) 501(c)(4) or IRC 501(c)(7).

#### **Guidelines for Exemption**

An organization can qualify for exemption under IRC 501(c)(4) if the organization is a "....local association of employees, the membership of which is limited to the employees of a designated person or persons in a particular municipality and the net

earnings of which are devoted exclusively to charitable, educational or recreational purposes."

To qualify as a local association of employees, Treasury Regulation 1.501(c)(4)-1(b) identifies three conditions which must be met:

- **1.** The organization must be local in its membership.
- **2.** Membership must be limited to a specific employer or employers.
- **3.** Revenues must be expended and used exclusively for charitable, educational or recreational purposes.

Under Treasury Regulation 1.501(c)(12)-1(b) the term local is defined as "an organization of a purely local character as one whose business activities are confined to a particular community, place or district, irrespective, however, of political subdivisions." This provision is ambiguous and the term local has not been clearly defined by the IRS in regard to a local employee association. For example, does

Reading this article and referring to it could keep you out of hot water with the IRS.

by Patrick W. Melvin, C.P.A.

business activities refer to the employer's activities or that of the association? Are employees who have to commute from outside a community or district precluded from membership? A very strict interpretation could be too restrictive and unreasonable. Until the IRS

clarifies the term local, a logical approach or analysis of one's situation is needed. We would presume, until there is clarification, that geographic diversity of association members is not of significant concern.

Revenues, however, must be exclusively used for charitable,

educational or recreational purposes. The term recreational is not defined, but logic would dictate its meaning.

There are two general requirements for tax exemption as a 501(c)(7)organization. One requirement is that substantially all of the organization's activities must be for pleasure and recreation of its members. A 501(c)(7) organization is permitted to generate limited revenue from nonmembers and to have a limited amount of investment income. Nonmember revenue and investment income are considered unrelated business income subject to tax. The second general requirement is that an organization's charter, bylaws and other related policy documents and statements cannot contain discrimination provisions.

Unlike the provisions of IRC 501(c)(4), exempt function income for a 501(c)(7) organization is more clearly defined. Exempt function income, income not subject to tax, is reflected in Internal Revenue Code Section 512(a)(3)(B) as gross income from dues, fees, charges or similar amounts paid by members as consideration for providing goods, facilities or services in furtherance of an organization's exempt function or purpose.

Please note that a 501(c)(7)organization that makes its social and recreational facilities available to the general public is not organized and operated exclusively for pleasure, recreation and other nonprofitable purposes, and thus, is not exempt from tax. Incidental use of facilities by the public, however, is not a problem. The IRS uses guidelines to determine the effect of gross receipts from nonmember use. Generally, if a club's annual nonmember gross revenue is not more than \$2,500 or 5 percent to 15 percent of the gross receipts, the organization should not have a problem with its tax exemption. Organizations that receive up to 35 percent of the gross receipts from outside its membership, of which not more than 15 percent are receipts from nonmember use of facilities, then there



also should not be a problem with its exempt status. The recordkeeping requirements for documenting nonmember use are somewhat complex. If your organization allows public or nonmember use of its facilities, then consulting your organization's tax advisor is recommended.

#### Revenue, Including Unrelated Business Income

The sources of revenues for an IRC 501(c)(4) organization are apparently not as important as the *use* of its revenues. Under the Revenue Ruling 66-180, 1966-1, CB-44 by the Internal Revenue Service, an employee association was allowed to operate a gasoline station that sold gas products only to association members and the employer without having its tax exemption denied. The exemption was not denied so long as the net earnings of the enterprise were used exclusively for charitable, educational or recreational purposes.

In regard to revenue, all tax-exempt organizations need to be aware of unrelated business income. Unrelated business income is revenue, minus appropriate deductions, that is *subject to income tax*. Under the provisions of IRC 512(a)-1, "...the term 'unrelated business income' means gross income derived by any organization for any unrelated trade or business regularly carried on by it, less deductions allowed by this chapter which is directly connected with the carrying on of such trade or business..."

Internal Revenue Code 513 defines the term "unrelated trade or business" as "any trade or business, the conduct of which is not substantially related to the exercise or performance of an organization in the pursuit of its charitable, educational or other purposes."

IRC 513(a)(1) states, "an organization will not be subject to unrelated business income tax if volunteers perform substantially all the work of the business." Because of

this provision that more clearly defines its exempt income as dues, fees, charges or similar amount paid by its members, a 501(c)(7)organization would include as unrelated business income, investment income (interest and dividends), advertising, mailing list sales and nonmember receipts for facility use. This is by no means a complete list of unrelated business income. Every source of revenue should be reviewed in terms of the organization's exempt purpose. For investment income, there are set aside deductions. Amounts deposited or set aside for religious, charitable, scientific, literacy or educational purposes, or for the



Every source of
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organization's

exempt purpose.

prevention of cruelty to children or animals can be deducted. Such set asides must be placed in a separate account.

Dividend and interest income are not taxable to a 501(c)(4) organization. Except for advertising revenue, there is no provision in the Internal Revenue Code that specifically states what revenue is exempt function income and what is unrelated business income for a 501(c)(4) organization. As with a 501(c)(7) organization, every source of revenue should be reviewed in terms of the organization's exempt purpose, i.e., is the function that is being provided recreational in nature and benefiting its members? In the situation where the IRS would not deny tax exemption to the association

operating a gasoline station, the net earnings of that operation, however, could very well be subject to tax. It is important to differentiate the use of the earnings versus the source of the operation. Operating a gasoline station is not a recreational program. The tax exemption was not denied because the earnings from this operation were used exclusively for charitable, educational, or recreational purposes. The operation of an association store should be analyzed in this light as well. Please also note the goods being sold at an association store may be subject to state and local sales taxes. If your organization's store is not assessing its customers sales tax, and not remitting that tax to the state in which it operates, you are encouraged to check with your organization's tax advisor. The organization may be exposed not only to the sales tax, but penalties as well.

#### Conclusion

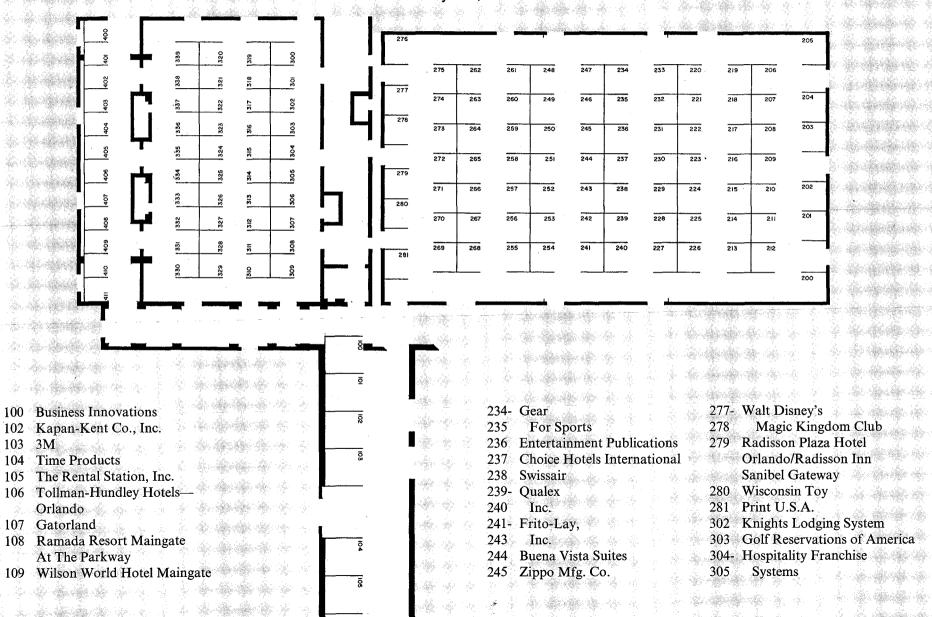
An income tax exemption is a very valuable asset for an organization. Whether applying for an exemption or maintaining its existing exemption, it is important to be aware of the organization's exempt purpose and the rules, through laws and regulations. that need to be followed. It is also important to be aware of state and local sales tax rules and regulations. Noncompliance with the appropriate rules can jeopardize an organization's income tax exemption as well as expose the organization to প্র penalties.

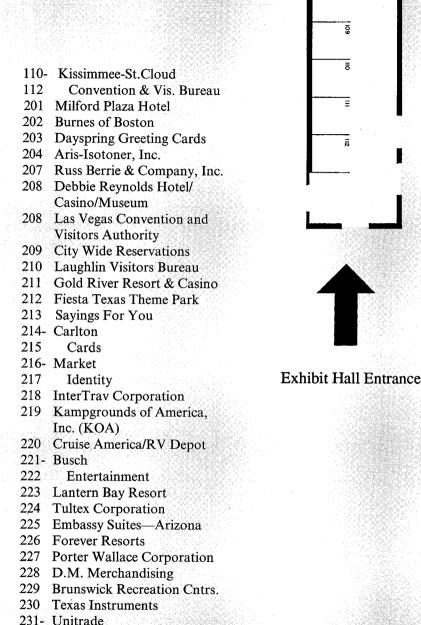
Patrick W. Melvin is a certified public accountant and partner with the firm of Skalitzky & Noonan, Ltd. located in Palos Heights, Illinois. The firm specializes in the rendering of accounting, audit, tax and consulting services to over 50 tax-exempt organizations and affiliates.

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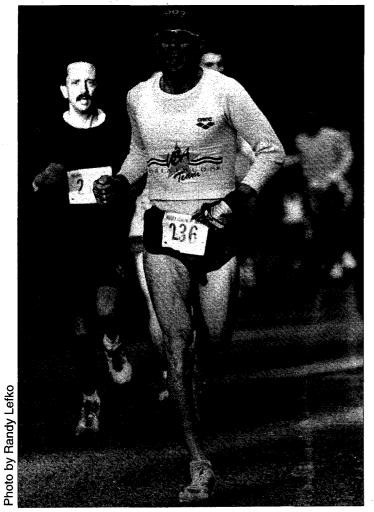
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	Tournament	314	Ramada Hotel Resort
259	Lenox China and Crystal		Florida Center
260	Windmill Inns of America	315	Summerfield Suites Hotel-
261	San Diego Zoo &		Orlando
	Wild Animal Park	316	Residence Inn by Marriott-
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Can Be Reengineered to

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Conference and Exhibit

et ready NESRA members! On Saturday May 7, 1994, at the Hyatt Regency Hill Country Resort in San Antonio, Texas, you'll be in the presence of an expert in the wellness field who will inspire and entertain you as he humorously delivers the key ingredients of an effective corporate wellness program.

Donald B. Ardell, Ph.D. is the author of *High Level Wellness: An Alternative to Doctors, Drugs and Disease*, the landmark book in the wellness field. He has since written nine others including *Die Healthy* and *Live More of Your Life.*..with Grant Donovan. In 1991, he was one of 10 Americans given the "Healthy America Fitness Leaders Award" by Arnold Schwarzenegger and Mary Lou Retton on behalf of the President's Council on

Physical Fitness and Sports, the U.S. Junior Chamber of Commerce and Allstate Insurance Company.

Since 1985, Don has produced 34 editions of the controversial and provocative *Ardell Wellness Reports*. Often referred to as the "Czar of Wellness," Don "walks his talk" in the form of triathlons throughout the world as he spreads the message of wellness and peak performance with humor and style. Through Don's message you'll learn that a commitment to and promotion of lifestyle artistry should never be dull. Don will tell you the best strategy for controlling health costs and why wellness programming is

more important in tight economic times. You'll also learn how to nurture humor at the worksite.

You'll have to come to the conference to hear the rest of his thoughts on worksite wellness but for now, Don wishes to leave you with a sample of his work. In the latest issue of the *Ardell Wellness Report*, Don wrote a critique of and an alternative to Dr. Ken Cooper's 12 steps to health. Cooper is "the father of the aerobics movement."

In an effort to keep you thinking healthy, Don offers the following excerpts from his newsletter, *Ardell Wellness Report*:

#### Alternatives to Dr. Ken Cooper's 12 Steps to Good Health

## Cooper's 12 Steps to Good Health

- 1. Stop using all tobacco and drugs.
- 2. Limit alcohol to no more than 10 drinks per week.
- 3. Start exercising.
- 4. Use less salt, eat less fat especially animal fat.
- 5. Eat more fresh vegetables.
- 6. Avoid obesity.
- 7. Take proper diet supplements, including calcium, and antioxidant vitamins C, E and A.
- 8. Fasten vour seat belt.
- 9. Avoid exposure to the sun.
- 10. Get immunization shots.
- 11. Get adequate prenatal care.
- 12. Get regular medical examinations.

## A Weilness Version of the 12 Steps

The following steps are described from the perspective of an average citizen responding to and seeking to improve upon the 12 steps suggested by Dr. Cooper.

- 1. Stop using tobacco and drugs? Are you kidding? That's impossible—I don't smoke or use drugs now! A substitute step for those like me not practicing self-destruction: Commit to do what it takes to experience at least 23 good laughs each day, more if possible.
- 2. Ten alcoholic drinks a week are way too much! I rarely drink alcohol. It's fattening, expensive and makes you stupid. A substitute step: I'll drink at least eight 10- ounce glasses of water a day.

- **3.** Start exercising? Where do you think I've been, on the moon? As an adult contemplating the rigors of middle age, I'd have to be a mental case not to be exercising already! I'll just keep working out. A substitute step: Increase my exercise regimen! I'll go beyond the minimums for disease avoidance.
- **4.** Depends. Depends on how much salt and fat I use now. If I thought I might be using too much, I'd arrange for a dietary analysis and find out. A substitute step: I won't worry about salt, saturated fat, sugar and the rest. I'll focus instead on foods consistent with guidelines set out by varied government and private groups (e.g., Center for Science in the Public Interest).
- **5.** Depends. Depends on how many vegetables I'm eating now. A substitute step: I'll put less energy into food and more on adding meaning and excitement in my life. I'll nurture my passions. If I died tomorrow, would I regret not eating more carrots?
- **6.** Good idea. I'll also avoid exposure to radiation, hungry reptiles and bubonic plague, while I'm at it. A substitute step: I commit to achieving and maintaining a fit body through life-long exercise and sound eating habits.
- 7. Another good idea. All the evidence seems to support the need for this modest degree of dietary insurance, particularly against cancer risks. A substitute step? Nah.
- **8.** If you think I need to be told to fasten my seat belt, you must think I'm hopeless. A substitute step: Besides fastening my seat belt, I'll buy a car equipped with an air bag, arrange to do less motoring and when I do drive, I'll do so defensively, with great care.
- **9.** I think I'll just minimize sun exposure at mid-day. For me, being out-of-doors is such a crucial part of being really alive. A substitute step: I'll use powerful sunscreens, never sunbathe or use those ridiculous tanning booths, avoid peak exposure periods and cover up as much as practical.
- 10. I'm cautious about immunizations. A substitute step: I'll immunize myself against varied cultures of worseness. That is, I won't associate with negative people, I'll arrange my environment to support my growth and development and I'll do things with those who just naturally help me feel positive and cheerful.
- 11. A grand idea but limited to pregnant women so a substitute step may be in order such as: I'll find work that is challenging and meaningful, even if I can't get paid to do it, at first. I'll try to become so good at what I love that, eventually, someone will want to compensate me for doing what I intend to do for nothing, if necessary.
- 12. There is far, far too much medical testing in America. A substitute step: I'll become more self-reliant through mastery of self-care books and other instruction in being my own doctor, most of the time. I'll learn to recognize when I really need to see a medical professional. When I do have a test, diagnosis or treatment, I'll communicate my relevant medical history and expectations for the visit.

#### **NESRA's**

# 53rd Annual Conference and Exhibit Hyatt Regency Hill Country Resort, San Antonio, Texas May 4-8, 1994

#### Registration Form

Full Name (Print)	Common First Name	Common First Name			
	Certification status:CESRARVESRA				
Company	Number of Employees				
Address					
	State ZIP Code				
Phone Does	our company have an employee store?YesNo	)			
Fax* Is this	your first National Conference?YesNo	י			
Expected date of arrival	Departure				
( ) Please check if you have disabilities and I	quire special services. Attach a description of your needs	<b>3.</b>			
REGISTRATION FEE	Please circle amount enclosed.				
	Prior to After 4/1/94 4/1/94				
Delegate-NESRA Member Non-Member Delegate Commercial Attendee not Exhibiting	\$395 \$425 435 450 525 550				
Spouse Student (Includes sponsored functions Retiree	195 195 195 195 75 75				

#### SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60521-2371. Any questions, call (708) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 4/15/94. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with the Hyatt Regency Hill Country Resort. We cannot guarantee room availability after 4/4/94. NESRA Conference room rate at the Hyatt Regency Hill Country Resort is \$115 per night Guest Room (single or double occupancy). Should you prefer to telephone in your room reservation, the number is (210) 647-1234. Be sure to state you are part of the NESRA Conference.

FOR	OFF	ICE (	JSE C	ONLY
1	2	3	4	5

# National Employee Health & Fitness Day is May 18, 1994

ompanies and employer groups across the nation planned exciting and innovative activities last year.
Creative activities can prove to be incredibly valuable in gathering employee enthusiasm and participation.

Here are just a few favorites from past National Employee Health and Fitness Days:

- Abco Industries—Abilene, Texas: Employees from Abco Industries took part in a horseshoe toss, a mini-triathalon, one-mile run/walk, casting contest (with fishing rods and reels), and a sit-up contest, among other activities.
- Allstate Life Insurance Company—North-brook, Illinois: Allstate Life turned the company's jogging path into a fitness trail. Along the trail, fitness stations were set-up for employees to test their skills. A basketball shoot and a pulse-check station were among the health stops.
- American Medical Association—Chicago, Illinois: Employees at the AMA used National Employee Health and Fitness Day to help the community by having a dash for trash, in which more than 350 people making up 26 teams, took a two-mile walk through the city and picked up litter. Teams were awarded prizes for the most clever team nickname and for participation numbers.
- Central Telephone (Centel)—Lincoln, Nebraska: Centel incorporated everyday office activities like the wastepaper basket toss, and turned it into a fun exercise for the entire company. Other activities were the coffee cup relay and the office chair relay.
- Continental Insurance—Cranbury, New Jersey: Participants exercised their minds as well as their bodies in a jeopardy jaunt filled with challenging health and lifestyle questions.

Later, they were kept on their toes with "Simon Says" aerobics.

- Connecticut Mutual Life Insurance— Hartford, Connecticut: Several activities were offered at Connecticut Mutual including a Tai Chi class, in which employees gathered on the lawn for an afternoon of meditative movement, and an office stretching and exercise class, in which employees were shown the techniques and benefits of periodic physical refreshment.
- Dictaphone Corporation—Stratford, Connecticut: Employees at Dictaphone took part in hoola-hoop contests in which participants in designated categories performed their best hoola-hoop trick and kept the hoop going for as long as possible. The top two winners in each category were ceremoniously honored.
- DuPont Employee Recreation Association—Orange, Texas: An aerobic theme party was the activity of choice for the DuPont employees. Nearly 140 employees took part in margaritaville madness, working out to summertime theme music. Door prizes and refreshments were given away to participants.
- Farm Credit Bank—Sparks, Maryland: Awarding participation points for taking part in a series of noncompetitive activities such as the horseshoe toss, softball toss and basketball shoot attracted many employees. A prize was given to the employee who collected the most points.
- Fort Leonard Wood—Fort Leonard Wood, Missouri: Military personnel took part in indoor aerobics, a golf challenge, a healthy supermarket tour and health screenings to name just a few activities.
- The Greyhound Dial Corporation—Phoenix, Arizona: The latest in exercise machines from area fitness clubs were brought in for use by the employees, as well as a tennis instructor

Here are
samples of
creative
activities to
implement at
your company
for this
occasion.

to help employees with their serves. Among the day's activities were demonstrations on white water rafting, scuba and hiking.

- Halliburton Logging Services—Fort Worth, Texas: A local sporting goods store loaned Halliburton equipment so that employees could stairclimb and in-line skate as part of their NEHFD activities.
- well as stations set up to measure blood pressures, pulse rates and dispense dietary and organ donor information.
- Human Kinetics Publishers—Champaign, Illinois: A fitness test was given to all employees which measured cardiorespiratory fitness, muscular strength, endurance, flexibility and body composition. Results helped each person privately evaluate his/her current fitness level. Each participant was

given a copy of a fitness book and a chance to win other door prizes (T-shirts, mugs, free meals, CDs, etc).

- Jerome H. Holland Lab, American Red Cross—Rockville, Maryland: Holland Lab researchers strayed from their offices to participate in Holland bowling. Rolling a softball down a 250-foot hallway into a box without touching the walls was the object of the game. Interest was sparked as even the top executive at the lab took part.
- York: Aerobic musical chairs and the aerobic memory game were two highlights of NEHFD activities at Kraft. The memory game challenged employees to memorize one choreographed pattern of exercise after another, and the musical chairs offered the traditional game with an aerobic flare.
- Microelectronics and Computer
  Technology Corporation—Austin, Texas:
  Employees scaled the seven highest summits in the world by exercising and eating nutritiously. Pictorial representations of these mountains

# Being Close To All The Attractions Makes Us An Attraction.



Many Comfort, Quality, Clarion, Sleep, Econo Lodge, Rodeway and Friendship Inns, Hotels and Suites are close to all your favorite attractions: Walt Disney World, Disneyland, Las Vegas, Washington D.C. and more!

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TRAVELERS' DISCOUNT. You'll receive a 10% discount!

Bring the kids along. They always stay free in your room. And, at many hotels you'll enjoy a free continental breakfast as well! Call 1-800-4-CHOICE today and book a room at a very attractive rate near all the attractions!





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were posted so that each employee could move his/her peg from one point to another each time s/he completed an exercise. The scale the summits incentive program proved to be a huge success.

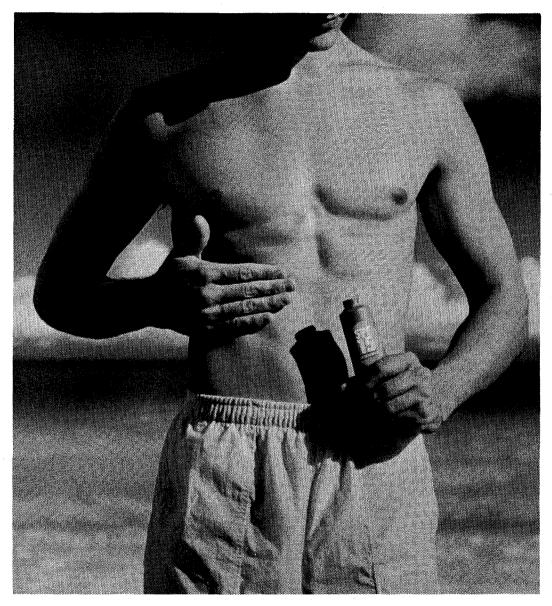
- Motorola Inc.—Chandler, Arizona: The employees at the Motorola Inc. facility celebrated NEHFD by participating in a Fitness Olympics. The games included three holes of frisbee golf, a health and fitness quiz, and a golf putt. A scorecard was kept by each participant, and rewards were given out to all who participated.
- Opti-Copy—Lenexa, Kansas: Opti-Copy held a "roll for the bottle" competition in which employees rolled a tennis ball down a 200-to 250-foot hallway toward a NEHFD water bottle. Whomever knocked a bottle down won one.
- Premark International—Deerfield, Illinois: Premark employees tested their luck at the high rollers dice game and nutritional bingo. In the dice game, participants had their blood pressure recorded, rolled systolic and diastolic dice to match and then tried to guess their own blood pressure. Bingo was placed on a card with pictures of food on numbered squares. Once a Bingo was attained, the first winner who identified a food item with more than 30 percent fat in each row received a NEHFD T-shirt.
- The Refinery—Silver Spring, Maryland: Relay races and a tug-of-war event were the most popular at The Refinery. The beach bum relay required each contestant to exchange shirts, sunglasses, and a beach ball with the next contestant. The Ice Cream Cone Relay had contestants walk with ice cream cones in their hands.
- Rocky Mountain HMO—Grand Junction, Colorado: Employees were allocated "I'm no couch potato" points for each activity in which they participated. Departments were encouraged to challenge each other for participation percentages.
- Sam Houston Memorial Hospital—Houston, Texas: Employees who were members of the wellness center received flyers encouraging them to adopt-a-nee (Non-Exercising Employee). The "Nees" received help on exercising and a free week membership at the wellness center. An employee health fair also took place with booths on stress management, radiology/mammography, diabetes treatment, sleep disorders and nutrition services.

- Texaco Chemical Company—Austin,
  Texas: Among the various outdoor activities that took place at Texaco, the basketball toss was the most popular. Nearly 61 employees tried their hand at shooting the basketball from five different stations on the court.
  Participants received a ribbon for taking part.
- Trico Home Health Services—Melbourne, Florida: Trico's fitness day kicked off with a low-fat cooking demonstration, followed by a step aerobic demonstration. Following the demonstration, the step benches were available for participants to try out. The Tae Kwon Do demonstration closed the event and helped participants learn a little self defense.
- Unified Personnel Systems—Clearwater, Florida: Employees hit the sands of Clearwater to play beach volleyball while others tossed horseshoes or played softball.
- U.S. Sprint—Reston, Virginia: Over 400 employees participated in the poker walk at Sprint International Headquarters last year. Employees were handed a playing card at four checkpoints along a two-mile walking course. The fifth card was dealt as they crossed the finish line. A prize was awarded to the employee with the best poker hand.
- Weasler Engineering Inc.—West Bend, Wisconsin: Voluntary signups for games such as volleyball and golf were incentive enough for the Weasler employees to participate in NEHFD. The volleyball games were so successful that volleyball courts have now become a fixture on the Weasler grounds. The company golf outing also was a tremendous hit.
- Weyerhaeuser Paper Company—
  Plymouth, North Carolina: A local fitness center offered employees the chance to take part in a healthy back exercise and conditioning program. Additionally, prizes were awarded to employees who recruited a friend to participate in the company's noon walk.

Material reprinted with permission from National Employee Health & Fitness Day Resource Guide published by the National Association of Governor's Councils on Physical Fitness & Sports.

**Employees** were handed a playing card at four checkpoints along a twomile walking course. The fifth card was dealt as they crossed the finish line. A prize was awarded to the employee with the best poker hand.

# How To Rub Out Skin Cancer.



Just rub in some sunscreen.

Using a sunscreen of SPF 15 or higher will help protect you from harmful sunrays that cause skin cancer. So will wearing hats, covering your arms and legs, sitting in the shade, or going indoors.

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# The Pros and Cons of Payroll Deduction

By Cynthia M. Helson, editor

ffering employees the option of purchasing store merchandise with payroll deduction has been touted as an innovation for employee stores. Today the merit of this concept is in question. In this rocky economic climate when companies appear to be making changes for the sake of change, the employee pool is in a state of constant flux. This can mean that offering payroll deduction may be creating more work than it's worth or more work than there are people.

This article will examine what is necessary to put this program in place and its advantages and disadvantages.

First, let's look at the transaction in the store at the time of purchase. During a payroll deduction transaction, the cashier has the customer sign the receipt and a disclaimer which gives the payroll department permission to deduct the amount of the sale from his/her paycheck, interest free.

#### **Advantages**

The reason many stores research offering this payment program is often to boost sales. In almost all cases where payroll deduction is offered, the store has experienced increased sales. The percentage of payroll deduction transactions in a store can range from 10 percent to as high as 90 percent of all transactions. One factor affecting this percentage appears to be the price range of merchandise. The more big ticket items sold such as jewelry and appliances, the higher the percentage of payroll deduction transactions. It also follows, the easier it is for employees to pay for a product, with no interest, the easier it is for them to buy more items more often. Thus the store generates more revenue.

Many other companies research this offering

as a means to offer more service to employees. They feel that making life more convenient for employees is crucial to their success. These companies are often repaid for their consideration with additional employee loyalty to their store. They also enjoy the benefits of increased store traffic which leads to increased sales.

In addition to increased traffic, some stores use payroll deduction to sell slow moving merchandise. They will promote the merchandise as available to only those employees who will pay by using payroll deduction. This way, it's easy for employees to buy something they would not otherwise.

The employee benefits too. They get the speedy, cash-free check-out as if using a credit card, without the interest and bill mailing chore that comes with the use of a credit card. There's also a psychological benefit to this payment method. Employees never see actual money being exchanged. Since it is deducted from their check, it's perceived as money they never had rather than money they had to give up. The sting of purchasing a \$250 item is hardly felt when only \$25 is deducted from each paycheck for 10 paychecks.

If payroll deduction can increase sales and provide an easy payment method, where does the question of merit come into play? Well, it surfaces when store managers begin their research on this concept. Many have researched it and some have rejected it.

#### **Disadvantages**

One company rejected the concept. Although the company underwent a merger which resulted in, among other things, a new logo, which is causing logo items to sell like hotcakes, management decided it did not want employees to be "beholden" to the company. Weigh
boosting
sales with
the factors
involved in
offering
payroll
deduction.

There is another factor to be considered. To offer this program, the store has to be able to float a large sum of money each month. Lisa Dolbeck, sales and services coordinator for Salt River Project PERA Club in Phoenix. AZ, who administers payroll deduction at her company's store says "at any given month we could be carrying \$200,000 in charges." She coordinates three sites representing a total of 35,000 employees. Dolbeck advises those starting this program to "put a limit to how much can be deducted totally and deducted from each check of each employee—based on your company size and the financial disposition of your store." Dolbeck says one of the disadvantages to offering this program is "having so much money out."

There are different methods in dealing with this. One company may allow employees to choose how many payment installments they would like to make over a 6-8 week period. Another company may simply deduct the entire amount from the employee's next

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check. Ray Williams, employee store manager for Black and Decker Company, says an employee can spread out his/her deductions over time for an amount up to \$500. He says an employee may purchase something for \$1,500 but \$1,000 would be taken out of his/her next check and subsequently \$25 would be taken out of his/her remaining checks until the \$500 was paid. At his store, no less than \$8 can be deducted from each check but the customer decides the amount of each deduction and the time period.

This then leads to another consideration. Williams says, "The store must have a good accounting department to keep track of each employee's running balance and of the store's running balances." Gary Louie of Battelle, NW Laboratories, researched payroll deduction and rejected it. Louie says "the mechanism of putting everything in place [computer system, accounting system, staff training etc.] including hiring someone to upkeep the system was too costly."

S.C. Johnson Wax's employee store, Racine, WI, opened its store in 1946 only accepting payment by payroll deduction. Bill Miller, manager, employee store operations, says the payroll department used to keypunch each and every slip. It used to take a co-op student 15 hours of her 20-hour workweek just to batch and sort the slips before they were keypunched. Then the company completely automated its system. Now it runs very smoothly.

Miller suggests, though, that companies research the cost of the staff time to keep the program going. He says to consider the time of the systems people who write the computer programs, (these people can charge by the hour), the accountants who maintain the records and the payroll personnel who deduct amounts from paychecks.

Throughout this process there must be a clear check-and-balance system. Cashiers must be sure they are inputting the proper employee's name and account number at the point of sale. Someone must then check to see that the store's and the payroll's records match. Accuracy is vital. The proper amount must be deducted from the correct person's paycheck. Dealing with employee's paychecks is a very delicate process. A slight error may damage goodwill.

The relationship between employees and the company and that of the employees and the

For example, at one company, as soon as an employee is hired and has a company I.D., s/he can charge things to payroll deduction. However what happens when an employee leaves the company? One company found that a number of summer employees visited the store on their last day after they received their final check, and purchased items using payroll deduction. Knowingly they charged on a closed account. They thought the company had no recourse since paychecks were out of the payroll department's hands. However, staff located the summer employees after they left the company and collected the total amount of their charges. Again, it takes staff time to perform the procedure.

Now, it also takes staff time to implement the new procedure. Now, no employee's final check is released until it is determined whether or not an employee owes the store. If an amount is owed, the entire amount is deducted from the final check. At this time, the employee's I.D. card is rendered nonvalid. Before putting payroll deduction in place, you must develop policies to protect employees and to protect the store from potential losses.

#### Conclusion

Although allowing employees to purchase employee store merchandise using payroll deduction can benefit the store—with increased traffic and increased sales—and benefit the employee—with easy, cash-free. interest-free shopping—there are drawbacks. Weigh the sensitivity of this process and the costs of increased staff time and improved technology with the value of customer service and increased sales before choosing to implement a payroll deduction program. Evaluate the added paperwork and staff time needed to track employees' accounts, especially as the number of employees in many companies seems to fluctuate more often.

# Implementing Payroll **Deduction**

- 1. Consult your accounting department to discuss the feasibility of implementing this program at your company. Consider the staff time, technology, program procedures, and the amount of money needed to start and maintain the program.
- 2. If you decide to implement the program, be sure you have an employee I.D. system in place. Establish with the accounting department how much you will allow each employee to deduct from his/her paycheck. What is the top and bottom limits of the lump sum amount allowed. For example, purchases must range from \$50-\$500. Also decide how much can be deducted from each paycheck and how often.
- Plan how the process will flow from your store, to your payroll department and how accountants will maintain the records. Establish what the store staff needs to input at the point of sale, and how the payroll staff will input new hires/delete those leaving the company and use information to deduct from payroll, and how the accounting department will produce needed reports to show running balances.
- **4.** Decide what computer hardware and software you will need to start the program and keep it running smoothly between all the channels. Then, get an estimate of what it will cost to put this in place. A systems specialist is usually needed for initial installment and for maintenance. Some specialists have hourly rates. If everything is acceptable, put system in place.
- Once the computer system is in place, you must train all involved personnel of the system and the correct procedures to follow.
- **6.** Establish a clear check-and-balancing system to be sure proper procedures are followed.
- **7.** Promote the new offering to employees.

## Buyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1993-94 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates will be listed monthly.

#### v Days Inn Lake Buena Vista Resort and Suites

12205 Apopka-Vineland Rd. Orlando, FL 32836 (407) 239-0444 (407) 239-1778 FAX Contact: Gail Huntington

One of the most affordable fullservice family-oriented resorts in Lake Buena Vista, Days Inn Lake Buena Vista Resort and Suites offers complimentary transportation to Disney Parks, heated adult and children's pool, video game room and kids-eat-free program. NESRA members receive discounted rates of \$39-\$49 for a standard and \$49-\$59 for junior suites.

special discounted packages to the beautiful Cayman Islands! Packages feature round-trip airfare via United Airlines, with accommodations at the Holiday Inn, Grand Cayman, "The Inn on the Beach," for a sun and fun getaway in tropical splendor. For more information, call (800) 890-0106.

#### **V**

### Executive Color Studios

3100 S. Lions Ave. Broken Arrow, OK 74012 (800) 227-5664 Contact: Tom Retherford

Executive Color Studios offers a portrait program for ES&R managers to offer to employees and generate funds for their association. The program offers your employees a 10" x 13" family portrait on *canvas* for \$9.95 and your employee association keeps \$5 each. When 500 or more families are photographed, you keep the entire \$9.95. We have photographed the largest NESRA companies for years. Call (800) 227-5664 for a list of customers. We can photograph offsite.

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# Holiday Travel of Forrest City, Inc.

411 Cleveland Avenue Forrest City, AR 72335 (800) 890-0106

Contact: Bob Ross

Holiday Travel of Forrest City, Inc., now offers fellow NESRA members

#### ▼ Laughlin Visitors Bureau

P.O. Box 29849 Laughlin, NV 89028-9849 (702) 298-3022 (702) 298-0013 FAX Contact: Al Guzman

Laughlin Visitors Bureau extends its welcome to NESRA members to visit its resort destination featuring 10 hotel/casinos on the banks of the beautiful Colorado River. Attracting over 5 million visitors a year with affordable room rates, great food and 24-hour gaming. Laughlin offers fishing, boating and water recreation.

#### Marex Divers, Inc.

Clark Tower 5100 Poplar Ave., Ste. 2208 Memphis, TN 38137 (901) 681-0100 (901) 684-1405 FAX Contact: Robert Ross or

Jerry Cox

Marex Divers, Inc., in cooperation with Marex Int'l., a world reknown underwater recovery company, offers NESRA members and their employees

the opportunity to dive on a proven, treasure producing Spanish wreck. The "Maravillas," which sank in 1656 off Grand Bahama Island, continues to yield incredible treasure. Join us in the search. Due to the popularity of this offer, NESRA members, individual and group charter reservations will be accepted commencing February 15, 1994. For information about our 6 day, 5 night, live aboard treasure diving trip of a lifetime call: Jerry Cox or Robert Ross at (901) 681-0100.

# Max Advertising and Design

709 Davenport Rd. Gatlinburg, TN 37738 (615) 430-5563 Contact: Don Mack

Max Advertising and Design is a full-service agency that produces logos, brochures, newsletters, etc., including T.V. and video production for advertising use. Tourism and travel packages can be created including all needed collateral materials.

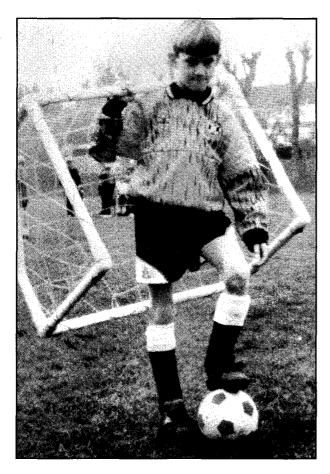


#### **Free Facts**

For more information on the products/services advertised in this magazine, call or fax your request for more details. The company's phone numbers and fax numbers are printed below.

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(301) 649-7286 FAX	24
DaySpring Greeting Cards	
(800) 944-8000	
(800) 944-3440 FAX	CIV
Energy Innovations	
(513) 458-0931, (513) 461-8400	
(513) 461-8444 FAX	8
Fitness Expert	
(708) 368-1280	
(708) 368-1286 FAX	CII
Golf Reservations	
(800) 833-8463	
(818) 990-4299 FAX	3
Oneida Silversmiths	
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B asic soccer skills and ball control can be improved by players with the aid of replica mini-goals from Futbolito Ltd. The goals can be used in small-sided games on pitches no larger than a basketball court.

Children find it easier to control a small ball but the smaller goal makes scoring difficult and requires two players to work together, which increases the excitement for players and spectators alike.

The sets include two mini-goals, two nets, a small ball and a rule book for small-sided games.

For more information, contact Futbolito Ltd., P.O. Box 2284, Chingford,

London, England E4 9UP, Phone 44 81 559 4490, FAX 44 81 529 9448.

#### v ADA Commute Information

RIDES for Bay Area Commuters introduces a guide, Employers, Commute Alternatives, and the ADA, which explains the implications of the ADA for commute-related programs and services like van/carpooling, parking and transit.

The guide answers questions such as: What disabilities are covered by the ADA?, What does the requirement to provide "reasonable accommodation" mean?, How does the ADA affect employerowned ridesharing vehicles, such as vanpools or

shuttles?, Do employers who offer parking need to provide additional accommodations for people with disabilities?, and Are carpools and vanpools that use private (employee-owned) vehicles affected?

For details, contact RIDES for Bay Area Commuters, Inc., 60 Spear Street, Suite 650, San Francisco, CA 94105, (415) 861-7665, FAX (415) 543-5660.

#### ▼ Diversity Training Tapes

B NA Communications Inc. has a 32-page, full-color catalog describing its collection of video-based training programs on workforce diversity, sexual harassment, equal employment opportunity, labor relations and substance abuse prevention.

The catalog also describes, "A Winning Balance," a video program that helps all employees succeed in a diverse workforce; "Myths vs. Facts," a video program that helps both

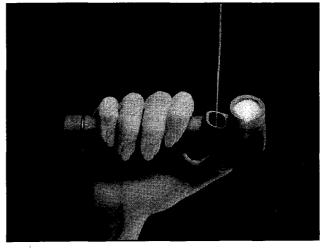
managers and employees recognize and prevent sexual harassment; and "Connections," a video program that goes on-location to organizations to explore diversity success stories.

For more information, contact BNA Communications Inc., 9439 Key West Avenue, Rockville, MD 20850-3396, (800) 233-6067.

#### ▼ Stop Attacks With Spray

S toplight is a light-weight, pocket-sized flashlight with a replaceable canister of hot pepper spray, making it a self-defense tool. A high-intensity beam blinds an attacker and guides a disabling stream of hot pepper spray accurately for up to 10 feet. It comes with a special switch that slides to operate flashlight, lifts to access spray, and acts as a guard against accidental discharge.

For details, contact The McLean Company, Box 363, Madison Boulevard, Canastota, NY 13032, (315) 697-7000.





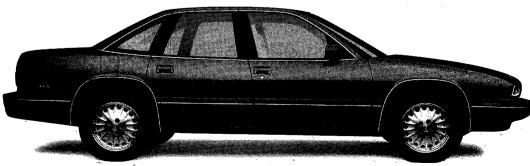
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  - The maximum value of this certificate which may be applied toward the basic rate of one rental is \$10 off. The basic rate does not include taxes and other optional items. No refund will be given on any unused portion of certificate. Certificate is not redeemable for cash.
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V

Negligence
comes in a
variety of

hike through the mountains. There were young and old, thin and heavy people that looked fit and some that looked like it was their first day out of the TV room! We all started and we all finished. Some would have liked to have finished a mile or two earlier. My point is simple. There was no way the nature leader met her duty to evaluate the condition of the hikers. This is not the way to meet this duty.

- **8.** A duty to maintain records—Keep those maintenance requests, order forms, budgets, program descriptions, memos and every other piece of paper that passes your desk. It demonstrates your professionalism, shows you have done your job and saves a lot of time in the future. You don't have to "reinvent the wheel," each year—just check your records. Throwing away or avoiding record keeping is not the way to go.
- **9.** A duty to offer proper first aid and emergency care—Professionals have a plan in place for emergencies. The staff should be trained in basic first aid techniques and procedures to obtain further medical help.

A cross country runner injured his leg midway through a meet. The coach "walked" the injured athlete to the bus, returned him to the school and called his parents. The emergency room doctor said it was his opinion that if the athlete had been still and an ambulance called, the injury would not have been as severe. The coach did not offer appropriate first aid care.

#### Conclusion

It's fine to memorize a list of legal duties and know how to spell the word "negligence" without double checking the dictionary, but it's a must that you know your professional duties. That is the only way to go!

For the past 24 years, Dick Borkowski, Ed.D., C.A.A. has served as sport consultant and expert witness for insurance companies, law firms and school districts throughout the United States. Borkowski also was the director of physical education and athletics at the Episcopal Academy near Philadelphia, Pennsylvania.

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## It's Simply a Matter of Duty

This list of duties may raise a few eyebrows or send fear through your company as it uncovers a variety of responsibilities, which if ignored, could result in a lawsuit against your company.

By Dr. Richard Borkowski wenty-five years ago, you could store everything written about legal issues in recreation in a small gym bag. Today, the amount of literature on the subject would be equal to the weight of several weight rooms.

The explosion of lawsuits weighs heavy on the profession. All of a sudden, it seems we need a law degree to go along with our recreational degree. Well—it's not that bad.

The "legal" duties of the recreation profession are the same as the "duties" of a recreation professional! Just work on meeting those duties—it's that simple—it's that important:

**1.** A duty to properly supervise an activity—The recreation room for a large New York City home for boys was a popular area. The room held a table tennis table, a card table, a few chairs, a punching bag and an old tumbling mat. No one was assigned to supervise the area. One young man decided to try some tumbling flips. He climbed on the table and attempted a front flip onto the small mat. He failed and landed on his neck. He is paralyzed. That is not the way to meet your duty.

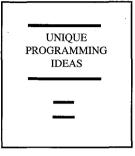
**2.** A duty to properly plan an activity— The new fitness center was state-of-the art. People flocked to participate. Business could not have been better.

Unfortunately, the lack of planning to hire enough people left the weight rooms absent of supervision. When an elderly member sued the center, claiming lack of supervision as the cause of her injury, a representative of the center defended its situation citing an unprecedented crowd as the reason for the

absence of supervision in the weight room. This is not an example of properly planning.

- Tuesday night was always adult night for basketball. During the course of a pick-up basketball game, a player went after a loose ball. He left the court, took two steps, and tried to prevent going through a glass door. He prevented his body, but not his hands and arms. Using facilities with an obvious hazard, such as this glass door, is not meeting a duty to offer proper facilities.
- **4.** A duty to offer proper equipment—The park softball league issued the very best equipment. When a batter's helmet slipped off moments prior to his being struck in the head with a pitched ball, the first question asked was about the helmet size. Was the helmet the right size? Why did it fall off? Who was responsible for checking the helmet fittings? Offering equipment for the activity may not be the same as offering the proper equipment.
- **5.** A duty to warn or properly inform the participant—An informed participant is less likely to be injured. A lifeguard should never neglect to warn someone about the depth of the water. To avoid this important duty is not meeting your legal or professional duty.
- organization offered bike trips as part of its general outdoor program. A young man lost control, went off the road and ran into a tree. He later stated that he lost control trying to shift gears. No lessons were given. This is not the way to lead a bike trip.
- **7.** A duty to offer proper conditioning—Are they in reasonable physical condition to participate? I joined some friends on a nature continued on page 34

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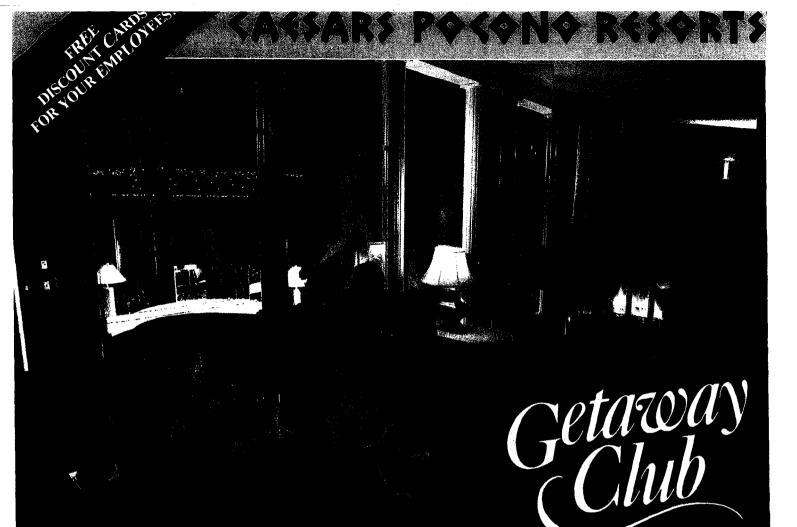
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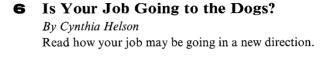
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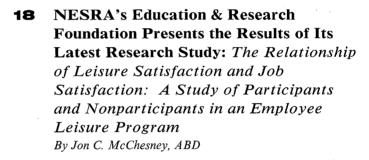
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### **NEWS**

#### IN BRIEF

## More Evidence of ES&R Cost Savings

In a company of 8,000 employees, if enough high health-risk employees—smokers, heavy drinkers and couch potatoes—take action to improve their health habits, a company's health care costs can be reduced by about \$20 million over three years, according to the University of Michigan Fitness Research Center study.

This 10-year study, which includes 4,000 of 8,000 employees at Steelcase in Grand Rapids, MI is the longest running evaluation of its kind in the country. The study correlates health risk and lifestyle assessments with medical claims costs. The assessments focus on controllable risk factors such as smoking and diet, rather than chance factors such as family history or sex. High-risk employees had lifestyles that included 2 or more of the 14 health risks measured in the study.

Employees who were high-risk in 1985 and remained the same in 1988, saw their average claims range from \$1,155 to \$1,677. Low-risk employees in both 1985 and 1988 saw their average medical claims

remain approximately the same, dropping from \$655 to \$638—a \$17 savings. But, the average medical claims for those who slipped from low-risk into high-risk behavior climbed from \$655 to \$1,513.

The 14 greatest health risks as determined by the study: current smoker, rarely or never exercises, sometimes or frequently uses medication or drugs, more than 14 alcoholic drinks a week, rarely uses safety belt, only somewhat or not very satisfied with life, dissatisfied or very dissatisfied with job, rate physical health as fair or poor, absent more than five days a year for illness, systolic blood pressure above 140 mm Hg, diastolic blood pressure above 90 mm Hg, cholesterol of 240 mg/dl or more, more than 20 percent overweight and under high stress.

#### Tips to Get Ahead

Women magazine cites the following strategies that successful women have used to get ahead. (They work equally for men and women): Pick your fights—pick ones that are important, winnable and well-

timed; Don't underestimate subtle ways of pursuing your goals—get on key committees in your company; and Don't publicly criticize the company.

#### Ranks of RV Owners Growing

A study conducted by the University of Michigan Survey Research Center for Recreation Vehicle Industry Association (RVIA) indicates that recreational vehicle (RV) ownership is growing in popularity. The study shows there are nearly 9 million RVs on the road and that, since 1984, RV ownership has grown by nearly 100,000 households per year.

At present, of households that own a vehicle of any type, one in ten owns a RV. The ratio rises to one in nine among households headed by 35- to 54-year-olds.

Asked to name the single most important reason why they bought a RV, current owners chose "to go camping" slightly over, "you can go where you want, when you want." Of all current owners, two out of three said they will purchase another RV sometime in the future. Of households that have never

owned a RV, 18 percent, said they plan to purchase a RV in the future.

#### More Leave for Elder Care

R esearch indicates that caring for an aging, seriously ill parent may become the single largest reason for leave requests, reports *Human Resource Executive*. Companies are responding to employees' conflicts between work and family by offering informational seminars to on-site day care.

The most prevalent benefit offered for child and elder care is the dependent care spending account, but the fastest growing employer-provided service is off-site referral services.

Resource and referral programs give employees the opportunity to speak with a qualified elder care expert who can answer questions about housing, insurance, Medicare and services available in the home. These referral services can save time and trouble.

One-third of companies with work and family programs cite aligning the company with its overall business objectives as the primary reason for formally evaluating their programs.

# Is Your Job Going to the Dogs?

If it's not, maybe it should.

by Cynthia M. Helson, editor

f your employees need to get their dogs groomed, who are they going to call? If they need to find out where the nearest recycling centers are to their home, who are they going to call? And who are they going to call to get tickets to the hottest show in town?

If you've answered "me" or named someone in your department to every question, you're an employee services and recreation manager moving in a new direction. If you've given a different answer to every question, you haven't quite realized your full potential to become an overall resource to your employees!

If you consider yourself a valuable resource to your employees, you'll be the one they call when they need someone to save them time. When they need information or access to a service, they'll be able to depend on you or someone in your department. With your expertise, employees can spend less time on their chores and more time on their work. This

also helps them balance work and personal responsibilities.

It's simply a matter of customer service. Beverly Weager, Bechtel Employees Club, San Francisco, CA recognized this some time ago. She's been quoted in the April 1993 issue of Employee Services Management in the article, "Is Work Coming Home or Home Coming to Work," saying "I'm here to facilitate employees' lifestyles so they won't feel they are spreading themselves too thin." She offers a full scale Post Office and goes the extra step to provide general customer services. Weager said, "Employees can make a phone call to us to find out where the best buy for a piece of clothing is or where the recycling center is in their community. The average individual doesn't have the time or support to get answers to these questions." She says she'll go the extra mile to give employees what they need. "If we have to step two more feet to provide a service, we take the steps to offer a new service."

Going the extra distance is common practice for you. Once you develop a relationship with many employees, it's only natural to help them any way you can. Realizing that employees are more crunched for time than ever, and responding to their needs puts you in a position to gain increased recognition and value among your employees.

#### **A New Concept?**

Lately, the media has given attention to the "corporate concierge" concept. They've treated it as if it's an entirely new concept. You may think otherwise.

According to The Wall Street Journal, these outside consultants promote their ability to fill the employees' requests in an urgent manner. Primary requests reported by The Wall Street Journal are "restaurant reservations, theater tickets, children's events, household repairs and consumer problems." This concierge will also shop for gifts, plan individualized weekend getaways for an employee and his/her family, locate vendors/contractors or arrange for dependent care and even for pet care. They work out of a resource center and they are extremely polished, yet very friendly.

PepsiCo, in Purchase, NY, introduced the corporate concierge after its research uncovered a need to help employees balance work and family responsibilities by meeting their day-to-day needs. The idea to implement a concierge-type service came from a consulting firm, which worked with PepsiCo for several years. PepsiCo then hooked up with a New York database company. An employee from the database company staffs PepsiCo's Resource Center and performs such services as running down tickets for concerts, helping find pet sitters or referring employees to local painters. The three companies formed an alliance and developed a corporate concierge service, XtraOurs. PepsiCo provides operations/services, the database company provides information services and the consulting company provides work/family

consulting services, needs assessments and employee communication services. They are marketing XtraOurs to large companies in the NY, NJ and CT areas to help each become "an employer of choice." The purpose of the corporate concierge as stated in XtraOurs promotional materials, is to "enhance the quality of work life by providing customized low cost/high yield services to help employees be more productive while achieving a better balance between the demands of work and personal life."

#### "A Rose Is A Rose..."

Does this sound familiar? Isn't it the same purpose of your employee services and recreation program? You may share the sentiment of NESRA Past President Ralph Ferrara, CESRA, General Mills, Minneapolis, MN. When he heard of this "new" concept of the corporate concierge, he said, "Call it what you want, it's still employee services and recreation. Remember the saying 'a rose is a rose and by any other name it is still a rose'."

You must be thinking, "Surely there are some differences between the two." Although both serve employees on all levels, corporate concierge's thrive on individual urgent requests. They promote convenience more often than value. They will do anything an employee asks as long as it's not illegal or sponsored by a particular competitor company.

XtraOurs is an outside alliance that will come into your company and provide these services for a start-up

and maintenance fee to your company and additional fees charged to the employee users. It is designed to be self-funded.

While the services may be offered at less than market value, the start-up fees and maintenance fees to the company can deter savings offered to employees. Mary Ann Larkin, CESRA, associate of J. P. Morgan, New York, NY was approached and courted to consider purchasing XtraOurs. J. P. Morgan declined the offer. Larkin says, "They are offering a lot of services we already provide and we wanted J. P. Morgan employees to implement the services instead of bringing in a costly outside consultant." Larkin explains, "After reviewing the materials, I discovered a lot of the (show/event) tickets they offered had large handling fees tacked on. I didn't see any bargains. We provide much lower prices for tickets."

Bankers Trust Company in New York, NY, also considered the XtraOurs service. The Human Resources Department asked Jim Best, assistant vice president of food and travel, to review the concept and to see if it could save the company money. After looking over the materials, Best responded, "I don't see how it could cost less. I think it would cost more than you think." As an alternative to this program, the Human Resources Department went through another vendor to hire someone to provide "Leisure Time Services." Without a database, this administrator provides names and phone numbers of Manhattan

Lately, the media has given attention to the "corporate concierge" concept. They've treated it as if it's an entirely new concept. You may think otherwise. restaurants, hotels, theme parks, cultural events and local art galleries to employees who request them. This service provider also produces flyers that highlight the discount tickets available through Best.

Is this another example of "a rose is a rose...?" At Bankers Trust, Leisure Time Services is another component of the overall employee services program. "The administrator basically promotes the same things I offer. While she answers phones most of the day, I'm focusing my attention on blood drives, United Way, holiday parties, sports activities, corporate olympic-type events and service anniversary events." Best and the Leisure Time Services person both report to the same vice president, the vice president of food and travel.

Through an employee suggestion system, Ann Sobanski, assistant vice president, employee services, at Household International, Mount Prospect, IL discovered her employees were looking for a concierge someone to pick up their dry cleaning, grocery shop, take their dogs to be groomed and find a house sitter. Sobanski researched what it would take to fill some of these requests. Research showed hiring a concierge was not a cost-effective solution. Sobanski also says hiring an outside concierge would "eliminate the ES&R department and lead to more outsourcing."

Now there are a few questions you must ask yourself: 1.) Is it all that difficult for me to become a resource for my employees? 2.) If I don't make myself or someone in my department a resource will my job "go to the dogs?"

#### Resource or "Go-For"

Based on comments from people who administer ES&R programs and who have examined the possibility of bringing in outside consultants, they already offer most of the components of what is being touted as a new service. In fact, in most cases, ES&R is delivering these services in a manner

that is cost effective to the company and employees.

Unlike these outside services that can charge employees a range of fees at slightly below market value for ticket purchases and planning services, ES&R provides these services at no charge or substantially below market value.

Chart A places the potential services provided by a corporate concierge next to those an employee services and recreation manager could provide. As you can see, ES&R managers present employees with more opportunities to enhance their quality of life.

As an employee services and recreation manager, you have all the contacts—often at your fingertipsbut you may not have realized the value of this network to your employees. To offer resource information to employees, organize your contacts and promote yourself as a resource for information in the categories where your contacts fall restaurants, banquet facilities, entertainment, caterers, contractors, team uniforms, etc. Consider the best way to handle these requests. Is it possible to designate a phone line and a staff person to perform this service? If not, you may designate a part of your day to fill these requests. Other alternatives are a part-time staff person or a student intern.

While you may be willing to have your department known as a resource, will your department go shopping for employees, walk their dogs or pick up their dry cleaning? You'll need to perform needs assessments and other measurement tools to provide services that warrant attention or that are cost effective.

Based on the published materials on corporate concierges, there's more emphasis on providing employees with information than actually running errands. It seems most needs can be met with a person answering phones, looking up contacts and telling employees who to call and making reservations on the phone.

#### **Mark Your Territory**

As in any field, an invasion of outside consultants can be a threat.

However, another way to look at it is a confirmation of the demand for employee services. There's a need to serve employees, to save them time, to help them balance work and family responsibilities and ultimately to enhance their quality of life. There's also added concern among companies to become an "employer of choice."

The coverage that the corporate concierge has received in the press can help solidify the value of employee services and recreation programs. In PepsiCo's and Bankers Trust's case, the corporate concierge/leisure time services administrator exists as a component of an employee services and recreation program. Make it known that by offering these services, your department could keep your company an "employer of choice." Mark your territory.

#### Conclusion

It would be in many ES&R managers' best interests to incorporate concierge-type services—or resource information services—within their department. The range of services offered should match employees' needs and keep the department cost-effective. Keep in mind also, that offering these services in-house adds visibility to your department. Increased visibility and increased employee dependence, coupled with proven cost-effectiveness adds value to your program.

Employees need to balance work and family life. Companies need employees to focus on work. It makes sense for companies to provide someone who can answer employees' questions, link them to community resources and in some cases, even run errands. Providing full concierge service or helpful networking services could make the employee services and recreation department a time-saving resource to employees.

#### **Corporate Concierge**

- Gets tickets to sporting events, concerts and theaters for ticket price plus additional fee—Specializes in short notice demands for rare tickets.
- Will plan a weekend trip complete with hotel reservations, golf reservations, within a two-hour drive for employee and family for a fee. Can plan on short notice.
- · Offers on-site dry cleaning
- · Offers on-site shoe repair
- · Offers on-site oil change
- · Offers on-site hair stylists/manicurists
- · Offers on-site vendors
- · Offers on-site cafeterias and take-home food program
- · Produces a newsletter of area activities and events
- Plans company department events on request for a fee charged to the company or department
- · Provides resources for work and family programs
  - -Offers referrals of childcare givers
  - -Will interview babysitters for a fee
  - -Offers referral service on elder care
  - -Will plan family field trips for individual families
- Has access to formal database to give employees information on local community resources
  - -Food/Gourmet stores
  - -Restaurants
  - --Galleries
  - -Schools
  - ---Health Clubs
  - -Kids Activities
  - -Sites and Tours
  - -Repairs
  - -City Basics
  - ---Hotels
  - ---Nightlife
  - -Churches and Synagogues
- Promotes the ability to link employees with local community resources.
- Will make hotel and dinner reservations, run errands for employees and do their chores.
- Will walk an employee's dog, find a pet sitter or recommend a dog groomer.

#### **ES&R** Manager

- Offers tickets to sporting events, concerts and theaters at discounted prices below ticket prices.
- Offers information and discounts to hotels, airlines, theme
  parks and travel agents nationwide. Also plans group
  vacations for employees and their families. Makes
  transportation, food, lodging and itinerary plans. Offers trips at
  the most competitive price.
- · Offers on-site dry cleaning
- · Offers on-site shoe repair
- Manages an employee store with such items: Clothing, Food/ drinks, Film processing, Videotape Rentals, Giftware/cards, Electronics, Jewelry, Bus passes
- Nationwide discount purchase programs for: Entertainment/ Recreation, Giftware, Sportswear, Jewelry, Fitness Equipment, Fragrances, Restaurants, Books/Magazines
- · On-site hair stylist/manicurist
- · Holds on-site vendor fairs, parenting fairs and health fairs
- · On-site cafeteria and "food-to-go" programs
- Produces a newsletter of company activities and events
- Plans and coordinates a whole calendar of employee events and activities such as: Picnics, Holiday Parties, Theater Outings, Adult Education, Open Houses, Retiree Activities
- Coordinates and oversees employee special interest groups such as: Photography, Crafts, Dancing, Computer Club
- Plans, coordinates and overseas service programs and selfhelp programs: Blood Drives, First Aid/CPR Training, Employee Assistance Program, Tax Counseling, Ride Sharing
- · Promotes work/family programs
  - -Offers on-site childcare or referral service
  - —Offers Elder Care Planner, a complete guide for the elder care crisis and elder care referrals.
  - -Plans group trips for families
  - -Offers discounts to zoos, museums, theme parks
- Manages employee recreation parks, camps and fitness facilities
- Organizes and oversees a range of sports programs for employee participation such as: Softball, Golf, Bowling, Basketball, Volleyball, Fitness Program, etc.
- · Has network of contracts in:

-Restaurants

-Schools

-Health Clubs

-Kids Activities

-Sites and Tours

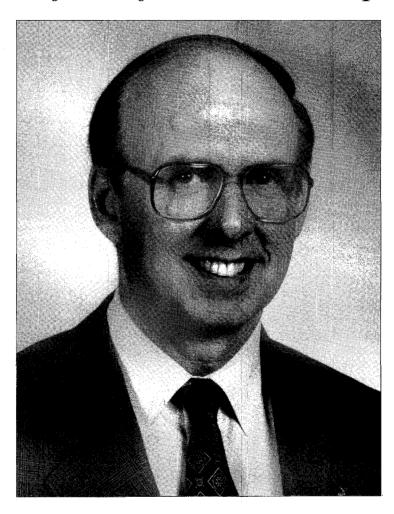
-City Basics

- ---Hotels
- -Night Life
- —Churches and Synagogues
- Is willing to help employees but does not promote their network of contacts
- Will provide opportunities to make it easier for employees to do chores

## NESRA Proudly Presents Its 1994 Employer of the Year

#### Lon A. Smith

President and Chief Operating Officer ITT Hartford Life Insurance Companies



Mr. Smith has demonstrated, on a consistent basis, a sincere belief in, and a strong endorsement and support of, an effective, progressive employee services and recreation program.

In honor of being awarded NESRA's 1994 Employer of the Year, ESM interviewed Mr. Smith.

#### ESM: How would you describe your general management philosophy?

**Smith:** You create a winning organization by encouraging, and ultimately demanding, world-class leadership throughout the organization. The effective leader is someone who displays self-confidence, initiative, humility, accountability, trust and commitment, and encourages these abilities in his/her organization.

I've been a leader at ITT Hartford Life Insurance Companies in Simsbury, CT, for more than 25 years and this philosophy has successfully weathered the years and the reorganizations. Over the years I've continually reevaluated myself against these attributes. I've tried to grasp how I influenced others. I've tested myself against individuals who I felt were good leaders in my company. Leadership is a tough responsibility. It takes time but I believe it's critical for companies entering the 21st century. Successful companies provide opportunity and other rewards to the people who are working to keep them successful.

ESM: How does your support of employee services and recreation programs complement this philosophy?

Smith: Strong leaders also like to have fun, relevant fun. That's how employee services and recreation programs complement my philosophy. At ITT Hartford Life, these programs always have relevance to a corporate goal. They often slow the pace down just a tad so we can get our bearings and balance back. They almost always reinforce teamwork, a critical element in achieving many of our goals.

ESM: Give us a brief overview of ITT Hartford Life Insurance Companies, its history and present programs.

Smith: ITT Hartford Life is a part of ITT Hartford Insurance Group, one of the nation's largest international and financial services organizations. ITT Hartford is a subsidiary of ITT

We've got a great history that goes back to 1810. We were founded by several Hartford, CT merchants and shipowners who needed to insure their own homes, stores, ships and merchandise against loss or damage from the greatest hazard of the time, fire.

The company quickly expanded beyond Hartford and fire insurance. It gained national recognition for weathering some of the greatest natural disasters, from the Chicago Fire in 1871 and the San Francisco Earthquake of 1906 to the terrible

storms that have hit us in recent vears.

ITT Hartford Life was formed following the purchase of Columbian National Life Insurance Company in 1959. About two-thirds of our 3,000 employees are based in Simsbury, CT and we're represented by



more than 10,000 independent agents and brokers. Lon adjusts for a I'm very proud of our long list of recent successes. We're now one of the nation's fastest-growing major life insurance companies.

ou also asked about our programs. Do we have programs! We have scores of them. I'll start with training and education. These do a great job in helping our people grow, both personally and professionally. With change so prevalent outside our walls, it's critical to the future success of our company that we keep our people inside our walls well motivated and informed.

Then there are the others, like the fitness center, Toastmasters, various quality award programs,

Casual Dress Day as he prepares to hold an Employee Communication Meeting.

Red Cross blood drives, ITT Scholarship Program, Bring Your Child To Work Day, Earth Day, National Health and Fitness Day, safety awareness workshops, volunteer recognition, an employee store, the Hostess Program, insurance degree programs and many others.

Several years ago we decided to bring in outside speakers to recharge our batteries. They've spoken to our entire home office population on topics ranging from teamwork to the power of individual effort. Many of these speakers have spoken to NESRA groups. Responses to these sessions have been super, and now we open them up to members of our local Chamber of Commerce and selected high school students.

#### ESM: What trends do you see in employee offerings?

**Smith:** The workplace of today is undergoing a tremendous transformation that will undoubtedly extend well into the future and will affect the ways in which companies interact with employees on many levels, including employee services. For example, the old 9-to-5 workplace is fast becoming a thing of the past; now, we're working longer hours and different hours—flexible schedules, "telecommuting," split shifts, job sharing, etc. These schedule variations put sig-

nificant demands on the company to address individual needs and also build a cohesive community.

Three years ago we instituted a "flexible benefits" program to appeal to such distinctive personal needs. Employees who want more vacation time can buy a week, others might sell a week and use the money to purchase other benefits. These programs are bound to multiply.

We've also expanded our employee training and development programs beyond the traditional "technical" education to development of a variety of skills that will enable employees to move more easily throughout the organization to different types of jobs. If we select and train managers properly, they can use their problem-solving skills in any of a number of different positions, not just in the job category in which they were hired. In the future, we will focus more on developing programs that build the practical skills that will support individuals throughout their career.

ESM: To what do you attribute the overall success of your employee services and recreation program?

Smith: Our focus on the individual and the family. We're asking more from our employees than ever before. We try to help them balance the pressure by providing them with tools and opportunities to improve their personal and professional lives. The family programs, whether the holiday

parties or the "Bring Your Child To Work" days, recognize the importance of having the family know and experience the parent's workplace. It often leads to the children having renewed respect and enthusiasm for their parent.

ESM: Is there any program in which you participate? What do you enjoy most about the program?

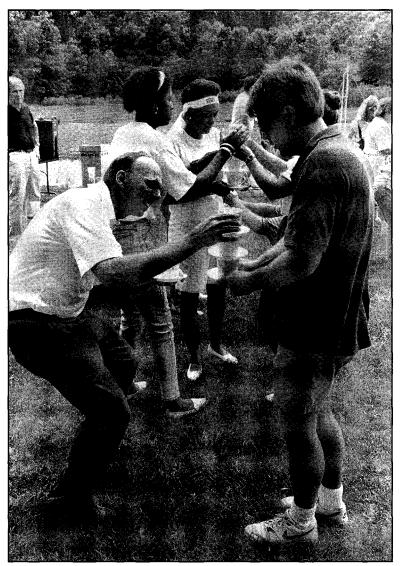
Smith: I participate in and enjoy quite a few. If you're going to make me select one, it's our holiday parties. I usually take my grandson and I think I enjoy the parties more than him.

I've been known to abandon the tie and business suit

Holiday parties are one of Lon Smith's favorite events. He says, "I usually take my grandson and I think I enjoy the parties more than him."

12





Lon Smith participates in fun and games at ITT Hartford's Teamwork Celebration.

and give \$1 to dress in casual attire for our United Way Campaign or our annual charity project. I also get to try out my culinary skills at the barbecue pit at our annual company celebration. I encourage my managers to participate in these and other activities, and I want them to encourage their staffs as well.

ESM: What are your personal leisure pursuits?

**Smith:** I love boating. I grew up by the water, and getting out on the Long Island Sound or off the coast of Florida energizes me.

ESM: In your opinion, what is top management's role in activity support?

**Smith:** To be part of it, encourage it, watch it, hear it and/or talk about it.

ESM: How has your employee services department grown in the past five years?

Smith: Five years ago we didn't have a formal employee services and recreation program. We had volunteers piecing together activities. About four years ago we decided to create an employee services and community relations function. The individual in that role, Ann Jameson, has done an outstanding job of providing the 2,000 people in our building with programs that teach and motivate.

ESM: What is the relationship between employee services and community affairs at ITT Hartford? How does employee services and recreation enhance your community services programs?

**Smith:** Sometimes there is such a blending between the two here that I have a hard time telling where one starts and the other ends.

Take our casual dress days, for example. In the last two years we've raised more than \$50,000 for special causes by charging employees, on selected days. \$1 to come to work in casual clothes. Our employees really enjoy these days and the fact that their money is helping people in need. Our money has gone to such causes as United Way, Operations Desert Shield and Storm; Florida, Louisiana and Hawaii hurricane relief, Missouri flood relief, The Los Angeles earthquake relief, The Salvation Army, Michael Bolton's "This Close" for Cancer Research Project, Paul Newman's "The Hole in The Wall Gang Fund," and our local Newington Children's Hospital. We've also helped out several employees who've had house fires.

The positive spirit that is generated from these types of activities carries forward into the work environment. So while we're helping out our communities, we're also increasing employee morale. The blending works out very well.

ESM: What are the benefits of an employee services and recreation program to the company?

**Smith:** Fulfilled and excited employees rise to challenges. I'm convinced of it. I see it every day. These individuals want their company to succeed. They see the connection between their profes-

sional success and how the company is doing.

When I'm on a flight, checking into a hotel, picking up my cleaning or filling my gas tank, I can tell immediately whether individuals serving me are pleased to be representing their company. If they're not proud, everyone suffers.

ESM: What are the benefits of employee services and recreation programs to the employee?

Smith: Although we may be moan the fact that we're all living in "challenging times," in truth all times have been and will continue to be challenging. At my company, the biggest challenge is managing our tremendous growth. Other companies are dealing with a flat economy and restructuring. The issues may change from company to company, but the needs for employees do not. A

company that truly believes its employees are its most valuable resource has active employee services programs and constantly reviews and updates them.

We know they make a difference in helping us attract and retain highly motivated employees. We constantly modify and update programs, but we don't waiver from our basic belief that we have to offer our employees a supportive and nurturing work environment.

ESM: As president and chief operating officer, what do you expect from your employee services and recreation staff?

Smith: Ideas that demonstrate and reinforce our corporate goals. I want programs with imagination that are fun and provide relevant skill building. I want them to get rid of the programs that don't work and keep introducing ideas for new ones.

We're just outside Hartford, the insurance capital of the world. We manufacture pretty much the same products as our dozen or so competitors in town. To attract and retain the best employees, we've got to offer them something extra. One of those extras is our employee services program. I think our programs are head and shoulders over what some of our competitors are offering, and it makes a positive difference.

So what do I expect of employee services? To keep on doing what they're doing.

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(214) 761-1801 • (800) 229-9900

SCHAUMBURG, ILLINOIS (NW suburbs of Chicago) (708) 882-1496 • (800) 544-2001

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## 

## For Your Employee Association

by Randy Schools, CESRA

mployee Services and Recreation Associations exist to promote employee morale, convenience, networking, wellness and a host of objectives too lengthy to be mentioned in a single sentence. We promote goodwill and foster the abilities and interests of our employees through a vast array of recreational, convenience and discount opportunities. Literally, we are here to serve.

In less complicated times, it was possible to fund these efforts solely from member dues and donations. As our companies move through the 90s, downsizing, budget cuts and "just getting by" have become the norm. Thus it seems impossible to increase the amount of services requested of the employee services administrator. In order to continue on a growth pattern, we need to reach out for extra revenue and ways that our programs can be joint-ventured with other

entities. With the increasing demand for member services, the diversification of activities, and the rising cost of doing business, employee association dues income can no longer be the sole source of revenue for many NESRA members.

#### **Face the Challenge**

One of the first steps is to reorganize your thinking. Take a few steps back. Look at your mission statements. Are you doing things right and for the right reasons? To consistently meet customer requirements and improve quality of service, is additional revenue required? If so, you need to think hard to envision the possibilities. Seek out ideas from as many sources as you can—your volunteer base, trade shows and even local malls (to see what is being promoted and how to adapt these merchandising techniques to your workplace).

This article, used with
last month's "Are You
Sure Your Employee
Association's Income is
Exempt from Federal
Income Taxes?" can
give you a better
understanding of the
financial and legal
matters involved in you
employee association.

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You must be committed to your non-dues philos-ophy, and realize that you are now a manager of

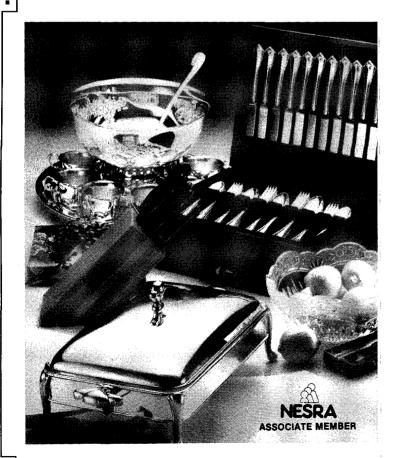
financial

resources

As an employee services manager you can relish in the spirit of entrepreneurial independence, vet you must realize you are part of a company organization that often will provide limitations. You must be committed to your non-dues philosophy, and realize that you are now a manager of financial resources. Your mentality should be of a "profit and loss" nature. You must identify and use profit centers, capitalize on your location (you really are a convenience), and begin to instill in all policies, programs, and your staff that the objective is to cover costs and raise revenue at the same time. Enough money must be raised to cover all of your expenses, plus various fees that you need to cover your management time. You must think "survival" if you are going to be a success. When planning, consider what can go wrong as well as what can go right.

#### **Profit Centers**

You must also be realistic in your planning approach. Seek input from your staff and your board of directors, and if possible do some work with focus groups. Your membership in NESRA is important, and this is the time to take advantage of it by calling fellow members. Find out the advantages as well as the disadvantages of a particular program. Consult the NESRA Peer Network Directory for individuals who are listed under company stores, vendor fairs and video rental programs; they are most likely to have experience in the area of revenue generation. Setting up a profit center is a basis for future planning, budgeting, developing management techniques and evaluation.



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For more information, stop by Booth #252 at the May NESRA Conference and Exhibit. Or contact Bob Bohrer, Manager Sales Service, Oneida, NY 13421-2829. Tel. (315) 361-3343.

**ONEIDA** 

#### **Revenue Generating Options**

- Employee Stores: There are endless possibilities here for revenue generation: photo processing, greeting cards, candies, jewelry, umbrellas, mugs, household items, personal care items, hosiery, company logo items, radios and TVs, stuffed animals, clothing items, children's games, toys, books, etc.
- Florist: Make arrangements with a local florist to have flowers available at the worksite. Joint-venture for a profit on employee calls to F.T.D. or Teleflora service.
- *Video Rentals:* Set-up an agreement to have videos available for rent at the worksite.
- *Dry Cleaning and Shoe Repair:* Another opportunity to share profits with a center at your workplace.
- **Beauty Salon/Barber/Shoe Shine:** Work on a percentage basis with a local company to provide this valuable service.
- *Trade Shows:* For example, "Vacations You Can Drive To," a show featuring local/ regional tourist spots. Invite visitors bureaus and hotels and charge them vendor fees and/or produce a publication featuring tourism areas and charge for ad space.
- Housing Rental Advertising: Create a publication (or sell space in an existing publication) for local individuals to advertise houses, apartments and rooms for rent. Post this publication on bulletin boards and give it to your human resources office to assist incoming employees with locating housing.
- Business Cards: Set-up a program with company logos through a local printer.
- Mail Order Catalogue: A perfect way to reach employees off site. Feature a variety of adult and children's logo items, including T-shirts, jackets, hats, sweatshirts, tote bags, golf shirts, pewter ware, jewelry, legal pads, coffee mugs, etc.
- Association Endorsed Insurancel Retirement Plans: Offer a variety of insurance and supplemental retirement plans to your employees, their families and retirees. Some products are group-term life, disability income and survivor plans, travel accident plans, group annuity and IRAs. Working with your accountant, you can obtain administrative fees.

- Discount Books and Magazines: Add a service fee or negotiate an arrangement.
- Tickets to Area Cultural and Sporting Events: Obtain group rates and tack on a service fee to cover staff time.
- Vendor Fairs: Work with local merchants to obtain discounts for your employees and receive 10-20 percent for your programs. There are many possibilities—everything from linens, jewelry and books to ethnic festivals and computer software.
- Newsletter Advertising: This money is considered unrelated income—make sure your accountant reports this appropriately. Obtain various services. Possibilities include auto dealerships, muffler shops, housing developers, restaurants and professionals such as dentists and lawyers, etc.
- Tournaments and Races: Bowling, golf, tennis, etc. Tournament registration fees as well as registration fees for run/walks, triathalons, etc. can be a significant source of income. Solicit prizes for the events from local merchants.
- Raising Money the Old-Fashioned Way: Bake sales, car washes, pancake breakfasts, Bingo nights, etc.

#### A Word of Advice

Make sure as you begin to develop ideas for non-dues revenue that you consult with an attorney and/or your accountant to make sure that you are generating income that is appropriate for your Internal Revenue Tax Code. You may need to form a subsidiary to protect your tax status.

Raising money can be fun and can instill a sense of pride for making payroll. The experience will probably make you a better manager. Above all else, it will help you to further develop your programming objectives.

Randy Schools, CESRA, is general manager of Recreation and Welfare Association for The National Institutes of Health, Bethesda, MD. He also served as chairman of the 1993 Strategic Long Range Planning Committee and is a NESRA Past President.

## The NESRA Education & Research Foundation

presents the results of its latest research study

## The Relationship of Leisure Satisfaction and Job Satisfaction: A Study of Participants and Nonparticipants in an Employee Leisure Program

by Jon C. McChesney, ABD

hange is a central element in our society and especially the work environment. The changing demographic profile of the American workforce has been widely acclaimed. In addition, organizational restructuring, the global marketplace and rapid informational changes are seemingly reported on a daily basis. Change, however, is not without consequence as it is a leading cause of stress. Two primary sources of stress that are linked with change are an inability to predict future circumstances and a lack of control over one's life (Mathis and Jackson, 1991). The negative implications of employee stress for an organization are numerous and may include any of the following outcomes: Absenteeism, reduced productivity, turnover, decreased morale and motivation, decreased

quality of working relations characterized by distrust, disrespect, animosity, and job dissatisfaction (Cox, 1978; Schuler, 1987; Kahn, 1981).

The change occurring in our society would seemingly affect not only an individual's work and job satisfaction, but also spill over into his/her leisure. Recent reports have indicated the importance attached to leisure. A Gallup Mirror of America poll in 1991 indicated that 68 percent of respondents prefer their leisure time rather than work time. Gallup and Newport (1991) contend that personal satisfaction will be realized through recreation, family, and religion rather than work for the largest segment of our population, the "baby-boomers" or those born between 1946 and 1964. Furthermore, it is reasonable to conclude that leisure may not be satisfying for these same

individuals given the time pressures and reduced or constrained leisure that have been recently reported as a result of our fast-paced lifestyles (Cutler, 1990; Gallup & Newport, 1990; Robinson, 1990; Russell, 1989; Schor, 1991).

#### Purpose of the Study

Employee services programs, or leisure programs as they have been labeled in this study, are intuitively appealing as a means for addressing the stress associated with continuous change, and moderating both job and leisure attitudes. However, the benefits of these programs need further examination within the context of an organization that has recently been restructured. The primary purpose of this research study was to explore the relationship between work and leisure within the context of an employee leisure program. In addition, the issue of career plateauing was examined.

The career plateau has been defined as the point in an employee's career where the likelihood of a hierarchial promotion is unlikely (Ference, Stoner, & Warren, 1977). The reduction in promotional opportunities attributed to organizational restructuring has led to the phenomenon of career plateauing. Compounding this problem is the demographic reality of an aging workforce. The Bureau of Labor Statistics projects by the year 2000, the 35-54 year-old-age group will comprise approximately 50 percent of the workforce as compared to 38 percent in 1986 (Kutsher, 1987). A survey by the American Society for Personnel Administration found that the aging workforce is contributing to career plateauing leading to reduced job satisfaction for these individuals (Tober, 1988).

#### Method

The study utilized the Job Descriptive Index and the Job in General scale to measure job satisfaction; the Leisure Satisfaction Scale to measure leisure satisfaction; and the researcher developed questionnaire items based on a research examination to measure career plateauing.

The organization studied was a national

health insurance company located in the southeast. This organization currently has a workforce of approximately 2,500 employees after a recent restructuring that included personnel layoffs and the splitting of the company into two separate organizations. A total of 383 employees participated in the study including 211 nonparticipants of the leisure program and 172 program participants. There were 81 male and 91 female program participants with a mean age of 33.7; program nonparticipants were comprised of 69 males and 142 females with a mean age of 34.9.

The majority of program participants were managers (69.7 percent), compared with 46.4 percent of nonparticipants. In addition, 61.6 percent of participants had a college degree compared with 37.4 percent of the nonparticipants. It is not surprising that employees in management positions are college educated, but what is significant is that this supports the perception previously reported in the literature that these programs are frequently a "white collar" interest.

#### Results

W

The results of the study suggest that program participants are significantly more likely to perceive their leisure to be involved in physically active pursuits and as a means to stay healthy, maintain weight, develop physical fitness and restore energy levels. Furthermore, these perceptions increase as the frequency of participation increases. High frequency

High frequency participants (four or more times per week) were the most satisfied with their leisure. This finding suggests a linkage between frequency of participation in the employee leisure program and leisure satisfaction.

participants (four or more times per week) were the most satisfied with their leisure. This finding suggests a linkage between frequency of participation in the employee leisure program and leisure satisfaction.

Leisure program participants were significantly more satisfied with their jobs than nonparticipants. High frequency program participants were the most satisfied employees. In addition, minority job perceptions were analyzed. The results suggest that minority program nonparticipants are less satisfied with their jobs than their nonminority peers, whereas minority program participants did not significantly differ from the nonminority participants. These findings are especially significant given the changing demographic profile of the workforce. It is estimated that the Hispanic labor force will increase 74 percent and the African-American labor force 29 percent during the 1990s (Redwood, 1990). The successful integration of minorities into an organization is critical. Perhaps leisure programs can be the medium for promoting positive relationships between culturally diverse employees.

Leisure program participants were significantly more satisfied with their jobs than nonparticipants. High frequency program participants were the most satisfied employees. In addition, minority job perceptions were analyzed. The results suggest that minority program nonparticipants are less satisfied with their jobs than their nonminority peers, whereas minority program participants did not significantly differ from the nonminority participants.

The relationship of job and leisure satisfaction was both positive and greater for the employee leisure program participants. This relationship was strongest for female program participants. This finding is significant given the demographic trend of increasing numbers of women entering the workforce. The number of women in the workforce has increased from 21 million in 1960 to 55 million in 1989, and is projected to continue to increase (Mathis & Jackson, 1991). However, not all women are evidently willing participants in the workforce. A recent Gallup poll indicated that only 13 percent of all working women with young children want to work full-time, 60 percent would choose to work part-time, and 16 percent would prefer to not work (Tober, 1988). By 1995, it is projected that 80 percent of women between 25 and 34 will be working, and 90 percent of these women will have children. A Gallup survey of American workers reported that fewer working mothers than working fathers feel that work is one of the most important aspects of their lives: 49 percent of women and 69 percent of men (Hugick and Leonard, 1991). The implication of this trend is potential dissatisfaction with one's job and perhaps life. The finding that women who participated in the employee leisure program were the most satisfied with their work and leisure, takes on added significance, and perhaps involvement in such a program can moderate the work and leisure relationship.

Perceptions of a career plateau were reported by 29 percent of the sample: 30.4 percent of women and 24 percent of men. The results suggest that plateaued employees are generally less satisfied with their job than non-plateaued employees. A career plateau has been associated with withdrawal from the job, absenteeism, decreased productivity, higher turnover rates, morale problems and job dissatisfaction (Bryson, 1990; Near, 1980).

It was hypothesized that participation in an employee leisure program would compensate for perceived workplace deficiencies such as limited advancement opportunities. The results of this study do not support such a mediating effect as there was no statistical difference between plateaued participants and nonparticipants. However, unlike the plateaued nonparticipants, the plateaued participants perceived their leisure to be an avenue toward health and wellness. Perhaps the employee leisure program has a compensating effect for plateaued employees.



The merit of an employee leisure program was substantiated with this research. The implications and recommendations from this study are as follows:

- **1**. These programs appear to be an avenue for enhancing the job attitudes of minority employees, which is critical given the changing demographic profile of the workforce.
- 2. Increase the number of nonmanagement personnel participants. A lack of time was reported by 89.8 percent of nonparticipants as a primary reason for not participating. Although this organization has a flextime policy, implementation is left to department managers. Perhaps management personnel perceive more flexibility and control in their work schedules. In addition, targeting programs solely to nonmanagement personnel may increase participation. Kaiser (1988) discussed the need to program creatively for nonmanagement personnel since many are not interested in traditional classes. Stamatis (1991) suggests that involving employees in program development and implementation may give them a sense of ownership leading to program commitment.
- 3. High frequency participants (four or more times per week) were the most satisfied with their job and leisure. Establishing realistic goals with the program participant and reinforcing behavior through performance feedback may increase commitment. Rejeski and Kenney (1988) indicate that goal setting establishes realistic expectations, and functions like a contract. Furthermore, they recommend capitalizing on social influence by establishing a behavioral contract. This type of contract utilizes social influence by binding two or more individuals to a written leisure program agreement. This contract might establish frequency, duration, or whatever else may be a program goal.
- **4.** The association of the career plateau with both job and leisure dissatisfaction warrants attention. Weiner (1987) suggested that recreation and employee services may compensate for the negative consequences of a career plateau. This is an issue that organizations are going to have to identify and remedy given the changes occurring in our society and the business environment.

Jon C. McChesney, ABD, is assistant professor at St. Cloud State University, St. Cloud, Minnesota. He is completing his doctorate in recreation management at the University of Kentucky. McChesney will be presenting details of his research at NESRA's 53rd Annual Conference and Exhibit.

NESRA's **Education** and Research **Foundation** financially supported Jon C. McChesney's, ABD. research. To receive a complete copy of the results or more information on the Foundation. call NESRA Headquarters, (708) 368-1280.

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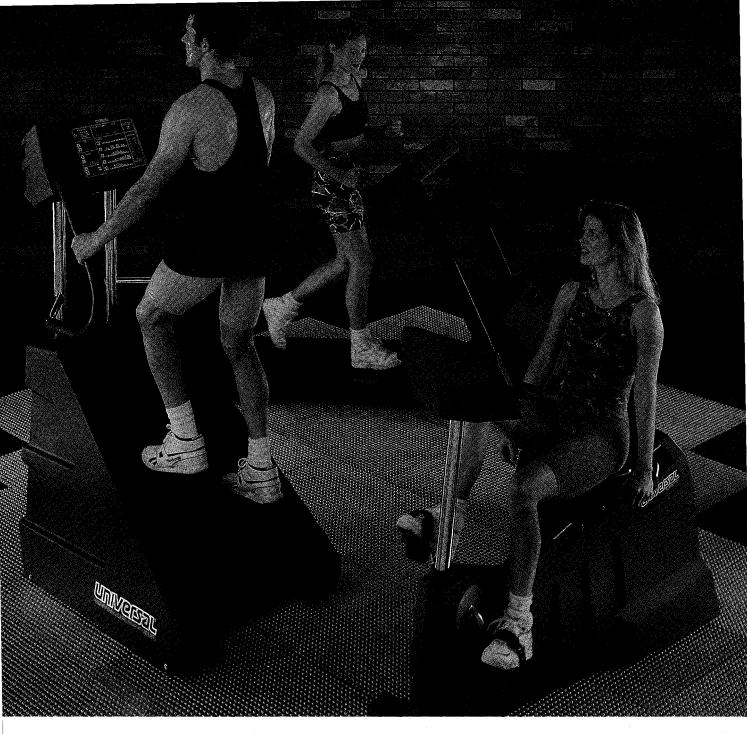
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#### Apparel Creates Increased Profits for Employee Stores

By Kirk Kowalewski

▼
Use these
tips to select
an apparel
vendor,
create an
effective
merchandise
mix and
design an
alluring
display.

uccessful employee stores best serve their customers by offering merchandise customers really want.

Today more than ever, apparel fills the customer's needs.

Premium and incentive industry studies (which evaluate all types of merchandise sold to corporations) indicate that apparel is the number one selling product in corporate/employee offerings. NESRA members with employee stores have reported similar success, indicating that apparel is one of the four fastest-moving product categories, ranking in the top three for profitability.

Apparel has universal appeal. It's something everyone needs, and because it makes a personal statement, it is an emotional impulse purchase. Customers are going to buy their sweatshirts, T-shirts and jackets somewhere, and if your store carries well-designed quality sportswear, you create multiple sales opportunities.

A coordinated mix of apparel can enhance your store's appearance and unify the store's theme. Attractively displayed shirts, caps and jackets encourage customers to come in on a regular basis to browse and to buy!

Apparel fulfills your customers' needs, and it enhances your company's image. Imagine that an employee buys a jacket from your store and wears it to a baseball game, to the grocery store, or to the mall—your company benefits from multiple exposure advertising each time someone wears an item from your store. Compared with, say, a paperweight, which might only attract the attention of someone at your desk, apparel items are "walking billboards" for your company's name. When you look at apparel's appeal to your customer—and your company—it's an

unbeatable choice for your merchandise mix!

If you already carry apparel, or are pursuing it as an opportunity for your store, a sales representative specializing in apparel can share some tips and expertise to help you get the most mileage out of your merchandise mix.

#### Choose Vendors Who Work For You

In selecting vendors for your store, you are entrusting your company's name and image to these suppliers. Make sure they share your commitment to quality and have a genuine interest in your success.

- For quality. Customers respond to recognized branded apparel—well-designed items that keep their good looks and give them years of performance. They demand quality and value. When selecting a vendor, choose from companies whose representatives deal directly with you. When you "buy direct," you are assured of the best customer service—and the best price. With no "middleman markup," you can pass the value along to your customer.
- suppliers. When it comes to dealing with vendors, you're better off forming a few strong relationships than trying to spread your time and resources too thin with several companies. Avoid similar merchandise from competing vendors. It underutilizes your selling space and can confuse the customer. You are better off to select vendors that offer a full line of apparel, and let their knowledgeable sales representative help you assemble a manageable collection for your store.
- Don't be afraid to put them to the test. Your vendor is certainly interested in getting

and keeping your business. These days, smart buyers are working to eliminate over-buying—to maximize sales and minimize inventory. A good vendor has representatives who help you buy what you need, and what will sell. They assure quality and accuracy in every order and deliver peace of mind when it comes time to reorder hot sellers.

■ Capitalize on your sales representative's market knowledge. Choose companies who are dedicated to your market. Their merchandise should fit your needs, and their market knowledge should eliminate the guesswork for you. Successful apparel vendors offer the latest silhouettes, fabrics and colors in coordinated collections. They offer the most current looks so you don't have to try to forecast fashion trends.

Select a vendor and sales representative who is committed to helping you sell through on its apparel line. The vendor offers valuable input on selecting a mix of merchandise in an appropriate range of sizes for your store. A strong vendor/customer relationship gives you a window to the merchandising world. Your sales representative has the knowledge and expertise to help you create a well-merchandised "apparel shop" within your employee store.

#### Get the Most Mileage from Your Merchandise

Once you've selected your merchandise mix, your role as a buyer shifts to that of a seller. By creating high-energy merchandising programs, you generate interest and increase store traffic.

■ Choose your fixtures with care. The right kind of racks and displays can control traffic flow, and good fixturing makes it easy to keep a store visually interesting, which ultimately captures the customer's attention.

Every store is unique, so there is no "fixturing formula" that works for everyone. As a rule, though, round racks are a poor choice for displaying imprinted or embroidered apparel—all the customer sees are sleeves! Instead, try a mix of two-way and four-way racks to display similar colors or graphic themes.

If floor space is limited, try using your wall space to create interesting displays. A slat wall with cascade bars effectively displays garments while saving space. Always try to maximize your space without giving your store a cluttered appearance.

■ Merchandise your apparel into collections. Try some layered looks on mannequins or on the selling rack itself.

mannequins or on the selling rack itself.
Coordinate a high crew under a jacket. Tie a
jacket around the shoulders or waist of a
mannequin. Customers love discovering that
one pair of shorts coordinates with three
different tops for a variety of looks. By
showing your customers more options, they're

likely to buy—and buy more pieces.

■ Put your "silent salesman" on the floor. A successful display generates interest, and acts as a "silent salesman"—communicating product information to help the customer make purchase decisions. Research has shown that 66 percent of what customers buy is purchased on impulse. With a few props and a little creativity, you can feature apparel and other merchandise in a series of "point of purchase" displays. Exciting new displays

#### Tips for

- Look at your hangers. Make sure they are the same color and face the same direction.
- Cubes and displays should run light to dark (left to right) and S XL (top to bottom).
- Hang coordinates together on the same racks.
- Make sure your signs communicate something meaningful.
- Bring in a fresh graphic to coincide with an event or theme.

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#### EMPLOYEE STORE

build some traffic and generate impulse purchases. Many retailers report increased sales on items featured in thematic displays.

#### Keep Your Store's Appearance Fresh

Strive to maintain an inviting store environment throughout the year. By keeping displays fresh, you make your store an attractive place to come in and browse. Here are a few additional tips for keeping your store looking its best.

- Signs. Whether commercially printed or hand-lettered, signs help communicate product information and unify store themes.
- *Lighting*. Successful retailers know that "lighting means inviting." A clean, well-lit store creates an inviting shopping experience.
- Traffic builders. Boost your traffic with announcements that can be inserted in employee publications, or posted on bulletin boards. Color flyers featuring store merchandise can help you sell to a broader audience. Consider sending them to all employees through the mail, or distributing them with payroll checks.

#### Conclusion

Your vendors share an interest in the success of your store. Don't hesitate to ask your sales representative for tips on keeping your store as interesting as possible. Your employee store is a meeting place for employees and a showcase for visitors. Well-merchandised apparel can play an integral role in making the store a source of pride for your company and its employees.

Kirk Kowalewski is vice president and general manager, Corporate Sales Division of Gear for Sports, a sports apparel manufacturer in Lenexa, Kansas. Gear for Sports is a NESRA National Associate Member. Come visit Kirk in booths 234 and 235 at NESRA's 53rd Annual Conference and Exhibit.

## Shopping for Outside Fitness Facilities

by Bradford R. Caldwell

s employers realize the benefits of a healthy workforce, more companies are investing in worksite fitness facilities. Annual operation expenses however, can run as much as \$5,000 per employee. An economic alternative to keep employees fit is to purchase or subsidize a health club membership.

#### **Program Feasibility**

An employee interest survey is an effective way to determine if a membership subsidy program is right for your company. The program's merit will depend on several employee variables, including work schedules, income, commuting patterns, exercise habits and interest. You may also determine employees' willingness and ability to share in the program's expense.

To avoid unrealistic expectations among employees, management must clearly communicate their intentions and willingly commit to responding to the survey results. A preliminary budget should be established, allocating a specific amount of funding toward the program. The actual employee subsidy will be influenced by membership rates and employee participation. Membership fees range between a few hundred to a few thousand dollars annually with employee participation averaging between 15-50 percent.

#### **Evaluating the Facility**

Getting the most out of your corporate membership requires employees to exercise at the facility at least three times a week. To maximize participation, the club should be conveniently located. Based on the number of company locations and employee demographics, several facilities may need to be considered.

Visit the facilities when employees would be using them. Is the club inviting and aesthetically appealing? Evaluate the club's cleanliness, accessibility and overall condition. Pay close attention to high use areas such as pools, locker rooms and shower facilities. Inspect the quality, condition and safety of the equipment. Are there any pieces damaged or out of order? Is there a variety in weight training and cardiovascular equipment? Is the equipment easy to use? How many are waiting to use a piece of equipment?

Inquire about additional amenities and services. Are spa facilities, such as steam rooms, saunas, whirlpools, coed? Does the club provide "pro" classes, childcare, social activities, seminars and workshops? What are the additional costs for these services?

It is also important to consider the club's demographics. Is the club's social-economic mix similar to your company's? Are the members friendly and outgoing? Is there a dress code? Consider your employees' interest and comfort level. Use employee feedback to determine if you'll need to offer a choice of clubs to choose from.

#### **Staff Qualifications**

Club employees should be service oriented and motivating. Ask about staff-to-member ratios. If the fitness staff is responsible for membership sales, they may not be able to service your employees adequately. Be cautious of clubs when employees emphasize the cosmetic benefits of exercise over the importance of cardiovascular fitness. Fitness personnel should have university degrees in either physical education, exercise physiology or kinesiology. Certifications from recognized fitness organizations can also assure you that the staff is professionally trained.

Read these
guidelines
and
negotiating
tips to offer
your
employees a
health club
membership.

V

An easily
administered
discount is to
reduce or
waive the
initiation or
enrollment
fee.

#### **Membership Rates**

When negotiating a corporate membership, it's best to work directly with the club's general manager. Discuss membership options and their associated fees and services. How do the regular membership fees compare with the corporate rate? Are memberships transferable? Can family members be included in the membership at a discount?

Although some clubs may be willing to negotiate terms, most clubs have an established corporate or group rate. Most discount programs require a minimum of five employees. However, larger companies with greater employee participation may be eligible for greater discounts. The following discounts may be available to your company.

- Initiation fees: An easily administered discount is to reduce or waive the initiation or enrollment fee. This is best suited for companies who cannot afford to completely subsidize a membership yet can save its employees between \$50 and \$100 on their membership.
- *Membership dues:* If a club offers to reduce

its annual or monthly dues by 45-65 percent off, compare the discounted rate with prices available to the general public. Reputable clubs do not risk upsetting current members by substantially reducing dues for others.

- Adding benefits: Another discount is to sell "full service" memberships for the cost of a "no-frills" or restricted membership. If tanning, childcare and racquetball are not important to your employees, the membership is not really "value-added."
- Estimated usage rate: It is estimated that 30 percent of Americans exercise regularly. In a unique agreement, the club makes the facility accessible to the entire company, if the company pays the membership fees for 30 percent of the workforce. This can be a practical arrangement for companies who plan to fully subsidize memberships at one facility and also have strong employee support.

The specific terms of membership are important. If the company is subsidizing the memberships, it is advisable not to enter into long-term (2-3 year) agreements, unless the

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memberships are transferable. An annual membership with monthly installments is your best option. If the terms include finance charges or interest rates, try to negotiate the lowest rate.

Another financial arrangement to be determined is the method of payment. If the cost of the membership is split, the employee's portion can be easily collected through payroll deduction. As an alternative the club may collect dues by transferring funds electronically (EFT) from the employee's bank account. All. agreements should be clearly stated in writing and be examined carefully.

#### **Enrollment and Usage**

To promote the program, the club should provide guest passes. Employees should be permitted to use the facility on a one-to-two week trial basis. Employees also need to be informed about the club's location, membership rates, benefits and enrollment dates. If possible, schedule membership registration at the worksite. This will not only be convenient for your employees, but also reduce the risk of high pressured sales techniques.

Check with the club if they can provide monthly or quarterly usage reports. To avoid paying for memberships that are not being used, you may need to establish requirements for employees to keep their membership active. This may include cost sharing, attendance requirements or participation in other health promotion programs. Specific arrangements should be outlined in writing and explained to the employees.

#### Confidentiality

If a club conducts health screenings and health-risk assessments, you may want to request health status reports. However, documentation pertaining to an individual's health is generally considered confidential. Therefore, review your company's policies regarding the use of employee data and procedures for soliciting employee consent. To avoid a breach in confidentiality, you may want to consider limiting your request to an aggregate report.

#### Conclusion

Corporate health club memberships can be an excellent alternative to on-site fitness centers. However, the process can take as long as six months to complete.

Have your recreation/wellness committees get involved. Solicit employees for referrals. Establish a matrix to compare and evaluate the facilities, services, staffing and prices. Check the reputation of the clubs with your local Better Business Bureau. Most important, the lowest cost doesn't ensure the best quality and service.

A subsidy program can be a sizable investment for your company and employees. A successful program will require management support, employee participation and professional staff committed to servicing your employees. If you do your homework, a corporate health club membership can be a cost effective measure to keeping your workforce healthy.

Brad Caldwell is president of NESRA Chicago and has 10 years of experience developing health and fitness programs for municipalities, corporations and commercial health clubs.

Establish a matrix to compare and evaluate the facilities, services. staffing and

prices.

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# Buyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1993-94 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.

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people would be walking around and mingling. Everyone ended up wanting to sit at a table and some people ended up standing. Employees not only failed to mingle around the room but they also failed to listen to a big name comedian. Instead, they opted to talk among themselves."

 $\blacksquare$ 

Ronda Hontz, Texins administrator, Texas Instruments, Dallas, TX, remembers, "There was an activity where popcorn and drinks were served, and the garbage cans by the door were overflowing. It was difficult to attract participants with garbage on the floor. The trash cans should have been emptied often during the activity."

▼

Collette Morgan, employee recognition programs, Lockheed Missiles and Space Company, Sunnyvale, CA, sold balloon bouquets for Valentine's Day. "We bought mylar balloons for about 75 cents and sold them for \$1.50. In stores they sold for almost \$4. There was such a huge response that more balloons had to be overnighted to us and we went through about 15 canisters of helium. The staff had sore fingers from tying so many knots. We undercut our prices too much and we couldn't keep up with the demand."

Lori Sharp, CESRA, employee services coordinator, Martin Marietta Astronautics, Denver, CO, planned a spot in a concert where a Vice President was supposed to walk on stage and give the singer flowers. "It didn't happen because the singer's people and the production company didn't reconfirm the coordination of the presentation. We were told the details were confirmed and they had only been confirmed at the lower level.

The VP ended up standing at the sidelines with an armful of flowers."

Pud Belak, employee activities specialist, M.D. Anderson Cancer Center, Houston, TX, tells of a memorable incident, "We were told we were getting 200 free tickets for a ballet performance ready for distribution in two days. I put the message on E-mail for a first-come first-serve basis. We ended up only getting 40 tickets to give out. I guess my lesson is don't give something out until it's in your hands."

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# Learn From Our Mistakes

NESRA Headquarters interviewed several NESRA members to discover "What Mistakes They Would Never Make Again." They share their experiences with you in hopes that you'll learn from them.

by Julie Towne

Denise Staudt, employment specialist, Security Service Federal Credit Union, San Antonio, TX, explains, "We planned a shopping trip to Laredo and we chartered a new bus company. I assumed the bus would be the same as the ones we had chartered in the past. Well, this bus did not have a bathroom on it and we ended up waiting for the bus driver to decide when it was time to stop at a rest area. We also served refreshments that caused people to plead with me, "Denise, we need to stop soon!" So I would notify the bus driver and he would tell me it would only be a few minutes.

By the time we stopped, everyone had their

legs crossed."

Dorothy Anderson, program administrator, American Express Travel Related Services Co., Inc., Salt Lake City, UT, says, "We had a Valentine's Day Dance at a hotel with a DJ. The hotel put together a stage that was in sections. Every time the DJ moved, the records would skip. Now I make sure to check everything thoroughly so these problems can be avoided."

Tala Howard Reynolds, CESRA, SHARE coordinator, Independent Life & Accident Insurance Company, Jacksonville, FL, tells her story. "We had a bingo night planned. A company was hired to provide the caller and equipment. One employee who was married to a policeman complained that this was illegal gambling. An attorney and myself spent five hours at the vice squad office the day of the

bingo night explaining how we hired a company with a license to ensure everything was legal. The Bingo night turned out to be a big success, but we'll never have another one!"

Beverly Custer, CESRA, administrator, Hughes Fullerton Employee Association, Fullerton, CA, advises others to, "Make sure you give yourself enough time to sell tickets and get the extras back to the vendor. We were selling tickets to a race and we didn't get the few extras back to the vendor in time. We ended up paying for them. My boss had them framed and hung on my wall."

Jackie James, CESRA, human resource manager, New Hampshire Ball Bearing, Chatsworth, CA, once planned an event for 20-30 people and 70-80 showed. "Now I conduct an interest survey to find out how many people will participate. Then I send out slips for people to fill out to confirm they are coming. Then I plan for 10 percent more people because some employees who don't plan on coming, show up anyway."

Cindy Jameson, human resource manager, Paragon Cable, St. Petersburg, FL, admits, "My boss thinks my biggest mistake is when I went \$10,000 over budget one time. We had a Christmas Party at an exclusive hotel. We expected 350 people to come but the hotel talked us into a room that seated less because

continued on page 34

Julie Towne is a student intern at NESRA Headquarters. She will graduate in May from the University of Illinois with a bachelors degree in leisure studies.



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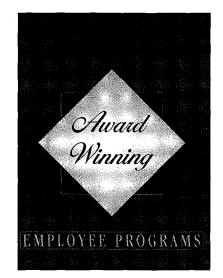
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Cover photo © 1994 Dale Dodson & Associates Advertising

# **Your Ideas Count**

Now is a great time to submit story ideas—for feature articles (on any topic relative to ES&R), employee store articles or health promotion pieces—to be considered for publication in next year's volume of our magazine, *Employee Services Management*. On August 3 and 4, 1994, NESRA will have its annual

Employee Services Management Editorial Planning Meeting where we map the direction of ESM for the upcoming year. The more we hear from you, the better we'll be able to serve you.

We are soliciting story topic ideas. What articles would you like to see in our magazine, *Employee Services Management?* What issues are affecting you? What topics would you like to see addressed in *ESM*? Is there an upand-coming trend in employee services you'd like ESM to expose? Do you wish you could learn how to do something new? Do you have an idea for a story on volunteers, work/family programs, travel programs—or any other topic?

Use the form below to fax back your story ideas today!



# Here Are My Ideas. I think a(n) article(s) on the following topics would be useful: Name Company Phone Fax back this form to NESRA Headquarters (708) 368-1286 by August 1, 1994.

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Employee Services Manage-





# National Employee Services and Recreation Association

July 1994

# Dear NESRA Members:

On behalf of the NESRA Board of Directors, I am pleased to present our Association's Annual Report for 1993.

Though the economic challenges facing the workforce continued, NESRA was able to maintain its growth and progress as an association. During challenging times, we find that members' needs are even greater. It is imperative that NESRA maintain a customer focus to meet these needs. The following list of 1993 accomplishments are evidence of NESRA's efforts to meet these challenges in cooperation with our membership.

# 1993 NESRA Highlights

• We completed a member Needs Assessment Survey. Ratings of the following services included with members' dues were:

	Used	Found Valuable
Discounts From Associate Members	89 %	89 %
Employee Services Management	86 %	97 %
Membership Directory	85 %	96 %
Keynotes	91 %	97 %
NESRA News Quarterly Newsletter	88 %	96 %
Resource Information	69 %	97 %
Buyers Guide & Services Directory	78 %	97 %

- A Strategic Long Range Plan was conducted that specifies goals and objectives over the next three years. Some of these included a book on the value of ES&R, creation of a supplier database for access by all members, continued research on the benefits of ES&R, guideline for a prototype ES&R program and the initiation of efforts to seek out partnerships with other organizations.
- The 1993 conference was the most financially successful conference in the history of NESRA which was attributed to the strong participation by delegates and exhibitors.
- We experienced a 2 percent growth in membership and chartered a new chapter in San Diego, CA while beginning the development process in Toronto, Canada; Pittsburgh, PA and Austin, TX.

On behalf of the Board of Directors, I would like to extend my sincere appreciation to all the members who have and continue to contribute to the success of our Association. Our success depends on our collective efforts in helping employees enhance their quality of life.

Sincerely,

Joe Hauglie, CESRA

bre Hanglii

President

# 1993 Annual Report

# STATEMENT OF ASSETS, LIABILITIES AND FUND BALANCE DECEMBER, 1993 AND 1992 AUDITED

	1993	1992		
ASSETS				
CURRENT ASSETS				
Cash	\$242,499	\$280,565		
Accounts Receivable	14,916	17,560		
Prepaid Expenses	36,268	17,411		
TOTAL CURRENT ASSETS	\$293,683	\$315,536		
FIXED ASSETS				
Equipment	\$ 59,190	\$ 50,926		
Less: Accumulated Depreciation	(37,743)	(25,646)		
NET FIXED ASSETS	\$ 21,447	\$ 25,280		
OTHER ASSETS				
Security Deposit	2,076	2,076		
TOTAL ASSETS	\$317,206	\$342,892		
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Accounts Payable	\$ 22,558	\$ 23,130		
Accrued Expenses	11,047	4,326		
Accrued Income Tax	1,517	1,687		
Deferred Income	123,686	170,193		
TOTAL CURRENT LIABILITIES	\$158,808	\$199,336		
NET ASSETS	\$158,398	\$143,556		
NET AGGETG	φ130,390	#143,55 <del>0</del>		
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# STATEMENT OF REVENUE AND EXPENSE DECEMBER, 1993 AND 1992 AUDITED

	1993	1992
REVENUES	\$816,794	\$760,441
EXPENSES	801,951	740,208
EXCESS OF REVENUES OVER (UNDER) EXPENSES	\$ 14,843	\$ 20,233
FUND BALANCE Beginning of Year	143,555	123,922
FUND BALANCE End of Year	\$158,398	<u>\$144,155</u>

# NESRA EDUCATION AND RESEARCH FOUNDATION 1993 FINANCIAL STATEMENT

REVENUES	\$ 13,897
EXPENSES EXCESS OF REVENUES OVER (UNDER) EXPENSES NET ASSETS 1/1/93	\$ 2,522 41,931
PLUS: EXCESS OR DEFICIT (-) NET EQUITY 12/31/93	2,522 \$44,453

# **NEWS**

# IN BRIEF

# ▼ Flexible Benefit Plans Bring Satisfaction

a survey of CA companies offering flexible health benefit plans finds a high degree of employer satisfaction, but fewer than expected have measured the effectiveness of these plans to control costs, reports William M. Mercer, Inc.

Of the 100 companies surveyed, 81 percent felt their flexible benefit plans succeeded in directing employees to cost-effective plans. When asked if they believe their flexible plans have succeeded in controlling costs, 80 percent said yes. Additionally, 90 percent of the employers said they believe their plans have succeeded in responding to the changing needs of their employees, a key goal for employers.

The survey also revealed about half of those surveyed have compared their health costs under a flex plan with the costs prior to flex. Less than half of those companies answering said they have attempted to formally determine how employees have responded to the cafeteria plan. Only one-

quarter of employers have calculated whether medical plan costs would have increased at a faster rate if a flex plan had not been implemented.

# ▼ Changing Careers Requires Instruction

ost career counselors use the statistic that the average person changes careers 3-5 times during his/her work life, says Journal. Because of this, many universities are offering courses to help students develop the kind of flexibility and creativity they will need not only for their careers but for life in the 21st century.

These courses center on creating in students, awareness of the new job challenges and their resources for meeting them. Among the objectives of the course are to help students: understand the need for flexibility and creativity in their career planning; identify their skills and strengths; and engage in life/work planning that takes into account the professional, personal and civic roles that they will play

after graduation from college.

Three basic concepts from career planning are integrated into the course: career paths, skills identification and goalsetting. Each of these concepts is developed through theory, reflection, role models and application.

# **Giving Up Driving**

ccording to a survey, 76 percent of benefits professionals say they personally would not be willing to give up driving their car to work. This might become necessary for employees at firms in at least 10 geographical areas that will be subject to employer trip requirements included in the Clean Air Act Amendments of 1990, reports the International Society of Certified **Employee Benefit** Specialists.

Over 80 percent of these respondents indicated that neither receiving an employer-paid tax-free subsidy of \$60 toward mass transit passes nor being taxed on the value of an employer-provided parking space exceeding \$155 a month would influence them to change their minds

and give up driving their vehicles to work.

Eighty-eight percent of the respondents believed it would be difficult for their companies to comply with the trip reduction requirements under the Clean Air Act. Thirty-one percent said it would be extremely difficult, 33 said it would be quite difficult and 24 percent indicated it would be somewhat difficult to increase the average vehicle occupancy rate of commuting workers by 25 percent as required by the law.

# V Children Suffer After Disasters

hen disaster strikes, it's more likely that children will suffer the greatest emotional harm, reports the Partnership Group, Inc. Adults become so involved in dealing with their own feelings and with the task of putting their own lives back together, they overlook the needs of their children. The following guidelines help children cope with the aftermath of any disaster or loss:

- Provide the child with prompt, accurate information about the disaster.
- Try to follow consistent daily routines as much as possible.

- Give answers to as many questions as the child wants to ask.
- Permit, encourage and support a child's feelings of sadness and loss, don't ask the child to deny or coverup feelings.
- Take time to listen to the child's concerns and offer constant comfort.
- Don't punish regressive behaviors such as thumbsucking or bed-wetting, they may provide a return to a safer time and will eventually stop.
- Give children plenty of reassurance about living and financial arrangements.
- Don't scold a child for forgetfulness or lack of concentration.
- Let the child know s/he doesn't have to react in a certain acceptable way, make sure the child understands s/he is allowed to express hurt and sorrow.
- Some children will need outside help to overcome their fears, don't hesitate to provide this outlet.
- All children need an explanation of who will care for them now.

# Shop While Driving

ashboard touchscreens hooked into mobile electronics "yellow pages" will allow drivers to reserve a motel room for the night, find a restaurant and get the latest stock quotes, says *The Futurist*.

Mobile information systems already provide electronic maps and routeplanning software for portable-computer users. Other services in the future include E-mail, airline reservations and detailed traffic information.

Annual spending on mobile electronic yellow pages and related information/transaction services will reach \$1 billion a year in the U.S. by the year 2000.

# Matrimony Turns Scientific

R esearchers are now finding ways to measure the behavior, beliefs, emotions and physiology of marriage partners, reports U.S. News & World Report. Marital researchers can now predict who will stay together and who will part in more than 90 percent of the cases they study.

The secret to the scientists' examination of marriage is their ability to get beyond the testimony of the spouses about their married life. Cameras are used to observe couples in a variety of different interactions: catching up on work, planning an activity and solving a problem. Researchers evaluate each of 2,000 facial expressions and gestures, gauging in minute detail the emotional flow and the fleeting traces of hurt or surprise that spouses themselves are unaware of.

Researchers can monitor body functions like heart rate, blood pressure and the release of stress hormones, which enables them to weigh the power of a simple phrase or gesture and pinpoint the moment when couples grow more intimate, more distant, or get stuck in a cycle of destructive sparring.

# Taking Care of Yourself Offers Benefits

Some managers are realizing the value of taking care of themselves, reports Folio. When asked what their most important idea in 1993 was, several executives reported that it was taking better care of themselves. One executive said his best idea was to go home by 6 p.m. Another executive said the best idea was to take two weeks of continuous vacation time instead of one week.

# Elder Care Bigger Than Child Care

bout 22 percent of the workforce expects to assume elder care responsibility over the next 3-4 years, compared with 15-16 percent who have responsibility now, reports *The Wall Street Journal*. By 2005, 37 percent of U.S. workers will be aged 40-54, the prime time for caring for elderly parents. By 2020, more than one in three employees will be providing elder care.

The number of people age 85 or older who rely on their children will nearly double by 2030 and more than triple by 2050, according to the Census Bureau.

Few employees or their bosses are prepared for the disruption of elder care concerns. Relatives needing elder care disrupt in periodic crises and stretch on for several years. The process of decline is more stressful for many than child-rearing, causing feelings of sadness, anger, guilt and fear of loss.

# ▼ Participation in Benefits Rises

N ine out of 10 full-time workers in state and local governments participated in employer-provided health care plans, according to a 1992 survey data issued by the U.S. Department of Labor's Bureau of Labor Statistics. For the first time, the majority of workers with health care benefits were covered by a nontraditional plan, as shown below:

- Total with health care benefits—100 percent
- Traditional fee-forservice plan—43 percent
- Nontraditional plans—57 percent
- Health maintenance organization (HMO)—27 percent
- Preferred provider organization (PPO)—29 percent
- Exclusive provider organization (EPO)—1 percent

Forty-three percent of full-time employees with health care benefits were required to contribute toward individual coverage; their contribution to monthly premiums averaged \$29. Seventy-two percent were required to contribute toward family coverage at an average of \$139 per month.

# **NESRA's 1994** Awards of

# A ward Employee

# Eastwood Award

The most prestigious award in NESRA's 1994 Awards of Excellence Program is the Eastwood Award. Named in honor of NESRA's first president, Dr. Floyd Eastwood, the award is presented to the most outstanding overall employee services and recreation program of 1993. With this award NESRA recognizes the achievements of employee services programming that provides opportunities for mental, physical and social development of employees and their families.

To qualify for this award, NESRA members submitted three-ring binder folios that provided answers to standard questions regarding the program's mission statement and objectives, its purpose and history, longrange goals, all the program's components, the development of its unique offerings, leadership and financial resources. Entries also included samples of promotional pieces for their programs and photos of employees participating.

Entries were designated into four categories by company size: companies with less than 1,000 employees; companies with 1,001-2,500 employees; companies with 2,501-5,000 employees and companies with over 5,000 employees. We are highlighting the winner from each category. There was no award given in the 1,001-2,500 category.

In honor of these prestigious award winners, we highlight their overall employee program, how it's tailored to its employees and what keeps it financially sound. Over 5,000 employees

# Pacific Service Employees Association (PSEA) of Pacific Gas & Electric Company (PG&E)

Concord, California Rick Maben, chairman of the board and Dale Shafer, CESRA, vice president, accepted the award

Pacific Service Employees Association (PSEA) is made up of three entities:

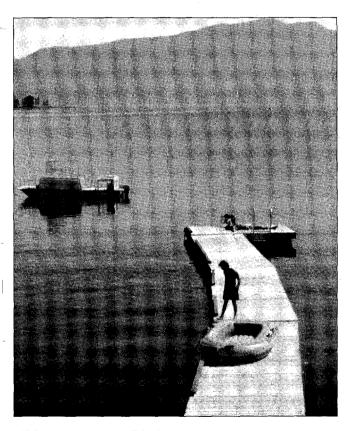
- PSEA (Pacific Service Employees Association)
- PSEBA (Pacific Service Employees Benefits Association)
- PSESBA (Pacific Service Employees Survivor Benefits Association)

# The Program

The objectives of PSEA are to promote, foster, advance and maintain a spirit of fraternity and fellowship among its members by means of the conduct, directly or indirectly of education, social and recreational activities. Association programs and special services offer a variety of benefits that result in the enhancement of the employee-employer relationship, increased employee morale, encourage communication and participation among all levels of employees, provide forums for employees to learn leadership and

# **Excellence Program Presents**

# Winning Programs



PSEA manages PG&E's 7 summer vacation camps, located throughout Northern California. They're great escapes for PG&E's employees.

organization skills, offer financial and emotional resources and provide avenues for community involvement.

PSEA provides a wide variety of benefits, services and products to its vast membership

with outstanding support. PSEA provides: athletics, blood drives, camps, children's toy program, photo processing, *PSEA Today* Newsletter, retiree programs, self-development programs, special events discount tickets and a tour and travel program.

# **Tailored to Its Employees**

One of the most unique and effective elements of PSEA's Employee Program is the annual kick-off meetings held in January, intended to bring volunteers and association officers together to share ideas, review policy, obtain feedback, review finances and communicate effectively.

A kick-off meeting is held annually for treasurers to review checking accounts, breakeven analysis worksheets, budget allocations and distribution of funds. Reference manuals are created for volunteer positions.



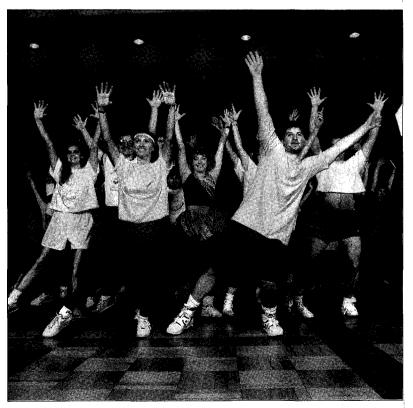
PSEA's employees can participate in a variety of sports tournaments.

A Board of Trustees Directory is developed to encourage volunteers to communicatewwith other volunteers. It also provides an opportunity for the PSEA office and volunteers to keep in touch with each other.

PSEA made a commitment to provide personal, face-to-face contact with members throughout the PG&E system through the On-Site Visit Program. This provides an opportunity for members to inquire about activities, travel, camps, loans and benefit packages.

# **Ensuring Financial Resources**

The Finance Committee, which is made up of five PSEA Board Members, was established to review and recommend the financial status of PSEA and is instrumental inwworking with PSEA office staff in developing five-year budget projections, revised financial reports and organizational goals. PSEA is financially supported by annual member dues, corporate subsidy and revenue generated from PSEA programs.



Phillips' employees energize themselves in early morning aerobics classes.

2,501-5,000 employees

# Phillips Petroleum Company

Recreation and Fitness Bartlesville, Oklahoma Howard Heuston, CESRA, director, accepted the award

# The Program

The recreation and fitness staff consists of 10 full-time employees, 20-30 part-time employees and up to 100 volunteers scheduled as needed in the various programs and activities. The recreation and fitness staff is responsible for administering activities in wellness, fitness, recreation, social and special fitness and recreation events for the entire membership and team activities.

### **Tailored to its Employees**

The Phillips Fitness Awards Program is an incentive program designed to encourage and reward participants for outstanding fitness efforts. The program was developed to assist management in recognizing and encouraging

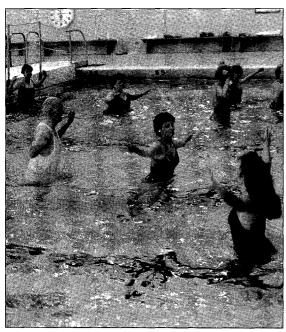
superior fitness achievements within Phillips Petroleum Company.

Periodic health fairs are conducted to promote, motivate and foster healthy lifestyle behaviors by providing various medical tests and screenings, health education materials and seminars on selected topics by local authorities.

The Lean Team Holiday Challenge is an annual event to help participants maintain or lose weight during the holidays and "Late Night" is an evening at the Phillips Recreation facilities for kids ages 6-11 without their parents.

# **Ensuring Financial Resources**

Income is generated to conduct all recreation programs and classes in a combined effort. The majority of the income to operate is shared between the company and the employee. The company auditing staff ensures that the entire company is operating a financially safe and accountable business. Periodic audits are conducted to correct any problems that may have developed or train staff in new procedures regarding records and finances.

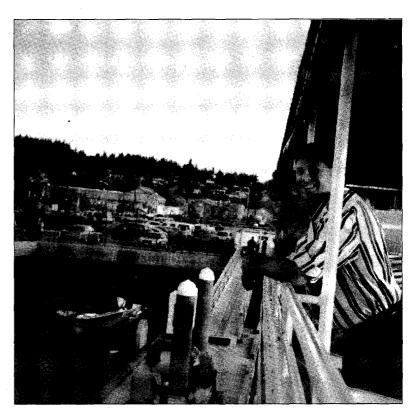


An on-site swimming pool gives Phillips' employees a chance to tone up.

Less than 1,000 employees

# Affiliated Health Services/Home Health VNPS

Organizational Development and Employee Services Bellingham, WA. Beth Laszlo, coordinator, accepted the award



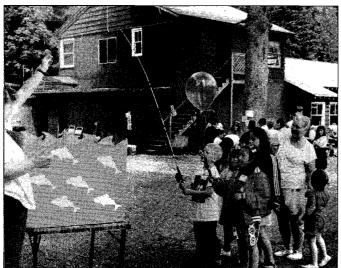
Affiliated Health Services' employees savor the view during a boat tour of Bellingham Bay, followed by a dance.

### The Program

Affiliated Health Services/Home Health VNPS chose to dedicate its resources before, during and after a restructuring to guide the organization's employees through the transitions toward a continued commitment to its organization.

Establishing the Top Gun Program is the proactive step Affiliated Health Services—Home Health/VNPS has taken towards working with employees on job satisfaction, productivity, reduced health care costs and meeting future business challenges.

In December of 1992, Visiting Nurse of Whatcom County administration challenged the organization's management and supervisory staff to create a plan to achieve an "A" rating, making this organization one of the best places to work in the Northwest. It



Families are welcome at Affiliated Health Services' picnic.

developed the Top Gun Program named to define "the best of the best," "reaching for the top" and "achieving success."

All agreed that this project was of top priority.

Without any hierarchy a governing structure was established. Five committees were formed to focus on subjects that would be vital to the success of this project. The five committees are 1) communication

2) corporate culture, 3) employee benefits,4) special events and 5) work environment.

Each committee is comprised of management and supervisory staff who voluntarily signed up to serve on the committee(s) of their choice. A steering committee representative, alternate steering representative and chairperson were then elected from each. The Steering Committee oversees and coordinates, assesses and evaluates the project's process only.

The goals of the project were to

- 1.) Enrich the lives of individual employees and their families
- 2.) Generate a spirit of cooperation and goodwill among employees
- 3.) Strengthen employee-employer relations and
- 4.) Positively influence the organization's viability

The progress of the project is marked by the development of an assessment of where the organization is today and the development of an employee needs assessment. Work plans and budgets were developed using assessment results and suggested programs are slated to be implemented. The steering committee is developing bylaws to be approved by the entire Top Gun Team. A series of programs will address management training on communication skills, conflict resolution, dealing with change, time management, leadership, power and teamwork. Each

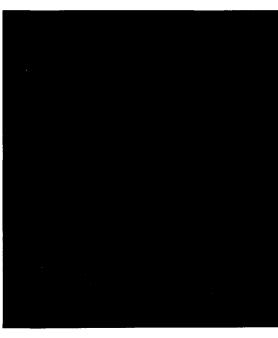
committee developed future budgets focused on addressing employee's needs identified in the employee assessment. Certification of the program coordinator as a Certified Employee Services and Recreation Administrator (CESRA) is underway.

# **Tailored for Its Employees**

All of the projects developed by the Top Gun program committees are tailored to the needs of our employees. For example, committees address employee benefits, employee suggestions, employee communications, standardized daily communications, work environment, employee assessment of work environment, special events committee and the walking club.

# **Ensuring Financial Resources**

To ensure that Top Gun operates a financially safe and accountable business, an annual work plan and budget is developed for approval by administration for all committee projects proposed. Prior to presenting the budget to administration for approval, the entire Top Gun Team reviews committee project costs line-by-line, revises and/or deletes items and the entire team commits to all budgets by signing a statement agreeing that the plans will assist in accomplishing the Top Gun goals and funding for these plans will continue via internal operational mechanisms.



# NESRA's 1994 Awards of Excellence also recognized winners of the Program of Excellence and its new Communication Award

# Program of Excellence Award

he Program of Excellence is awarded in recognition for the most outstanding individual program activities within an overall employee services and recreation program in 1993. Those who entered submitted answers to questions regarding the program's objectives, its description, its history and purpose, evaluation of its success, developing future leadership, financial stability and unusual challenges. The winners provided thorough answers to these questions and provided outstanding materials supporting each answer.

NESRA Proudly Announces the Winners of its Program of Excellence Award

Over 5,000 employees

# McDonnell Douglas— Employee Auxiliary Services

Long Beach, CA for its Commuter Service Program
Kim Oldham, manager of commuter services, accepted the award

2,501-5,000 employees

# **General Mills**

Minneapolis, MN for its General Mills Art Club Gary Lokken, employee club president-elect, accepted the award

1,001-2,500 employees

# **Household International**

Prospect Heights, IL for its 1993 HI Wellness Fair Tina Hansen, wellness and recreation administrator accepted the award

Less than 1,000 employees no winner

# Communication Award

his year NESRA introduced its new Communication Award that combined the elements of the promotional awards categories from the previous National Awards Program. This award was presented to the organizations that had an outstanding overall communications program dedicated to employee services and recreation in 1993.

Those who entered provided answers to questions regarding the communication program's goals and objectives, its methods of communication, evaluation procedures of the program's effectiveness, unique challenges it has overcome, slated improvements and resources utilized for program's implementation. Entries also included samples of promotional pieces enclosed in attractive three-ring binders.

NESRA Proudly Announces the Winners of the Communication Award

Over 5,000 employees

# McDonnell Douglas— Employee Auxiliary Services

Long Beach, CA Linda Wright, staff specialist, communications and promotions, accepted the award

2,501 - 5,000 employees

# **Blue Cross/Blue Shield of Texas**

Richardson, Texas Maureen Burke, fitness specialist, accepted the award

1,001-2,500 employees

### **ITT Hartford**

Hartford, CT Ann Denise Jameson, CESRA, manager community affairs/employee services, accepted the award

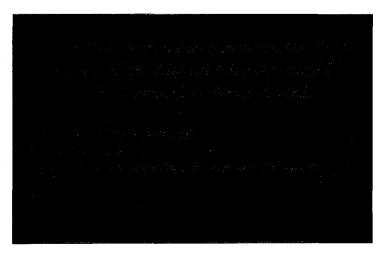
Less than 1,000 employees no winner

# NESRA Proudly Announces the Winners of its Chapter Merit Award and the Leonard R. Brice Chapter Award

ESRA's Chapter Award Program's objective is to recognize those chapters that have attained certain levels of achievement. The scope of the program is broad and includes recognition of the chapter's efforts to effectively network among members, promote professional development of members and conduct its affairs in a sound business manner. Chapters need to score points in every category to qualify for an award. Categories include chapter networking and professional development, chapter management and operation and a bonus category. Within these categories a chapter's attendance at NESRA Conferences, its hosting a vendor fair, frequency and participation at local meetings, program variety, continuing education, contributing articles to any NESRA publication, chapter newsletter, member recruitment practices and financial management are some of the factors taken into consideration.

Two levels of recognition may be awarded:

- A.) Leonard R. Brice Superior Merit Award —awarded to Chapters earning 1,600 or more points and
- B.) Chapter Merit Award Awarded to Chapters earning 1,200-1,599 points



# NESRA also congratulates the following Chapter Merit Award Winners

# Jersey Employee Recreational Services Association

Newark, NJ

Chapter Vice President Mary Lou Panzano, RVESRA, accepted the award

# Massachusetts Association for Recreation and Employee Services

Boston, MA

1994 President Joan Brothers and 1993 President Barbara Faso accepted the award

# Tampa Bay/Suncoast Chapter of NESRA

Tampa, FL

Chapter President Cindy Jameson accepted the award

# Minnesota Employee Recreation and Services Council

Minneapolis/St. Paul, MN 1994 President Kathy Kidd accepted the award

# **NESRA** of San Antonio

San Antonio, Texas
1994 President Denise Staudt accepted the award

# Partners in Employee Events, Recreation and Services of Central Illinois

Bloomington/Normal, IL 1994 President Pat Hursh, RVESRA, accepted the award

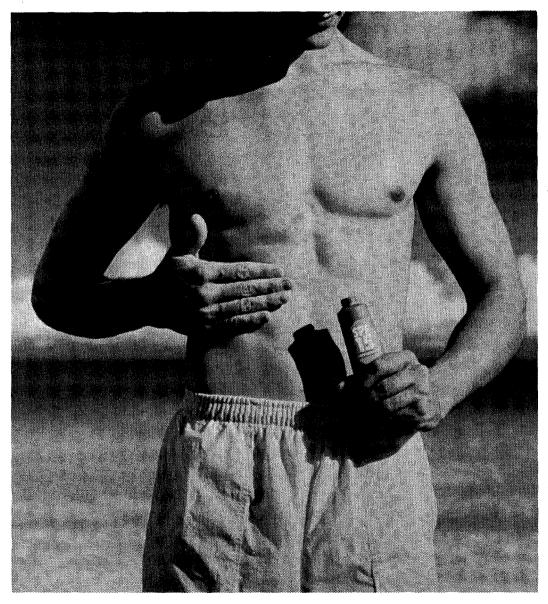
# Philadelphia Association for Employee Recreation and Services,

Philadelphia, PA

1994 President Julie Tiernan accepted the award

This space contributed as a public service.

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# Trends in Service Awards reflect new attitudes at work

by Charlie Kennedy

he relationship between employer and employee has changed and the idea of a job for life is a thing of the past. Employees in the 90s stand ready to take a better offer if it comes along while employers on the other hand are looking to cut costs to compete in a global marketplace. Reducing headcount can have a dramatic impact on the company's income statement. The composition of the workforce itself has changed. It was once almost 100 percent white males with European ancestry, now it is made-up of 50 percent males, 50 percent females and represents 126 different cultures. Through all of these changes the most popular form of employee recognition is, and traditionally has been, for length of service and retirement. Why? Because corporate America is very much concerned with recognizing employees' service. The rash of mergers, acquisitions and corporate downsizings has left employees uneasy and recognition programs are one way of saying that the organization values its employees and their contributions.

As the cost to hire and train the labor force escalates, and competition for good employees

becomes stiffer, recognition's part in the corporate scheme of things can only become more important. It costs less to administer a service award program—which produces a positive impact on employees and helps maintain longevity—than to continue rehiring and training on a large scale. How then does one determine the type of awards to offer to satisfy the employees, yet maximize the return on investment to the company? To make these determinations one should understand the history and evolution of service awards and the changes in the workforce over time.

Service awards were introduced early in the 20th century as metal pins shaped as numbers. The company logo soon replaced the metal numbers and colored stones and diamonds were added to designate the years of employment. The first awards were lapel pins or tie tacs. As the number of women entering the workforce grew, additional jewelry items such as charms, bracelets and neckchains were added to the program. Then all of the suppliers of service awards to corporate America were jewelry companies.

# Companies Choose Variety

The first major change in the original concept of service awards occurred in the 70s. Non-jewelry items were introduced to create what is commonly referred to as "choice programs," where employees select their awards from custom choice brochures. This change was viewed differently by the three interested parties. The employees saw it as a positive because the additional number of awards increased their probabilities of finding an item they would like to own. The vendors fought it because it took them out of their core business and forced them to offer non-jewelry items they had to buy from other manufacturers. And

companies disliked it because it created a considerable workload in human resources, forcing them to choose specific awards for all of the recognition levels and get into the brochure publishing business. This caused the cost of administration to increase.

In the 80s, pre-photographed, predesigned choice programs were introduced eliminating the need for companies to choose individual awards or pay to create a custom brochure. However, the choices available in the pre-photographed, pre-designed programs were limited and companies were restricted to specific awards at 5 years, 10 years, etc. Now a pre-photographed custom choice program allows additional choices of awards and provides more flexibility to determine the cost of the program. Companies can have the benefit of a custom choice program without the cost or manpower requirements of the past.

The original service awards were jewelry and the original suppliers were jewelry companies. As you track the evolution of service awards through the years the trend is toward choice items. In the 50s and 60s almost 100 percent of the awards were jewelry. In 1982, 65 percent of the awards selected by employees using one choice program was jewelry but in 1993, employees chose jewelry only 12 percent of the time. The key to a successful program is to allow the employee to choose from a large

# **Additional Trends**

ail Bennett, of Bennett Brothers, Inc.
Corporate Gift Division says he's
noticed an increase in the number of
household appliances and electronic
items employees choose from his "Choose Your Gift
Program." Employees are presented with a catalogue
which features 40 items in a preset price range.
Employees choose from jewelry, sporting goods,
appliances, watches, electronics, luggage, silver and
tools.

- Bernard Dwortzan of Pulsar Time says he's sold many moderate watches. They're being presented as 5- and 10-year awards and there are more people celebrating these anniversaries than 25-year anniversaries. The watches can have the company logo imprinted or embossed on the dial.
- Bill Hicks of Oneida Silversmiths recognizes jewelry dominated the market for a long time, then there was a trend to exercise equipment and then to lifestyle items, but he foresees a return to traditional

awards. He says "Whatever is hot in retail, is an indication of what employees want." He also says, stainless tableware with a touch of gold is very popular as recognition awards. Hicks finds good-size engravable items make a nice impression. Employees want a "trophy" piece they can show off—they also want an heirloom."

- Kathy Dreyer from Awards by Kaydan, a company specializing in traditional awards, says plaques remain a steady sell and Lucite awards are gaining popularity but she's also seeing an increase in gift-type items such as crystal pieces and clocks.
- Dennis Wood of Lenox China and Crystal has noticed a demand for items with traditional value. At his company, china giftware; lamps, clocks and figurines and crystal giftware are popular items for service awards. Wood believes the product used for an award should reflect the level of the employees' service and it should be an item chosen with good taste, presenting the company's best image.

variety of awards in hope they will find one that is meaningful to them as an individual and therefore generate a return on investment to the company.

# **Popular Items**

The Gallery Collection of Fine Art Prints has become the number one selected item in Tharpe Service Award Programs.

When the Gallery Collection was introduced by The Tharpe Company, Schamburg, IL, in 1988, it consisted of a choice from one artist and 10 Fine Art Prints. Today's selection offers four artists and 33 choices of prints. Each fine art print in The Gallery Collection is carefully made from an original commissioned by The Tharpe Company, and is available nowhere

else. The Artists...Don Balke, Mel Steele, March Moon, and Lowell Ellsworth Smith...were chosen for their obvious talent, for their distinguished reputations, and because each has a different, very personal approach to subject matter, interpretation and technique. Every Fine Art Print is signed by the artist, presented on the very finest acid-free 100 percent rag paper of pure cotton fiber and is matted and hinge mounted by experienced framers.

Signed, limited edition, original bronze sculptures by Cindy Burleson and Dr. Robert Taylor have been added and well received in the past two years. Cold-cast bronze reproductions have made a major impact in the last three years.

Works of outstanding sculptors from the past...artists like Frederic Remington, Russell, Fraser...become a true heirloom award. These sculptures depict enduring legends of the Old West, such as the famous "Bronco Buster." Crafted in the U.S., with pride and care, the cold-cast bronze medium assures a faithfully detailed reproduction. Contemporary styling has replaced traditional in the use of glass and wood.

Crystal boxes with mirrored bottoms, mahogany boxes with glass tops set in beveled frames, contemporary lead crystal bowls and marble chess boards with inlaid squares are highly selected as award choices.

Continued on page 20

- Edward Gusfield of Time Products says a service award should be different enough to cause a third party to say, "Gee that's really interesting. Where did you get it?" For example, Time Products offers a marble red delicious apple clock which rests on a wood base. Everyone likes a red apple—it's a symbol of good health and goodwill. Recognition awards are also becoming more personal—they say something about the person. Time Products appeals to the sports lover, it offers 11-inch wall clocks in which each number is represented by a ball of the recipient's favorite sport (golf ball, basketball, baseball, etc.).
- Ralph Liberatore of Chicago Custom Engraving Inc. says "There's more thought put into employee service awards than there was years ago. The best products for service awards are those that in some way will say something about the person or the particular project." Chicago Custom Engraving, Inc. offers custom engraving on such items as ceramic coffee mugs and paperweights. "This way, employees

not only read a special message but they feel it too—this reinforces the message." Liberatore says as technology changes and allows us to do more now, awards will become better looking and more personalized.

■ Alan Wendorf of Sayings For You, Inc. says, "Today's awards are much more sophisticated.

Computers can track an employee's service in minutes. Technology has also enhanced the appearance of awards. Now lasers are used to engrave plaques and other items." Wendorf notices the following items have been popular the last few years:

Crystal
Executive mugs
Food items (steaks, shrimp, popcorn tins, candy, etc.)
Laser engraved plaques
Picture frames
Sterling silver
Theater tickets
Watches

Charlie Kennedy is the general manager for The Tharpe Company, Inc. in Schamburg, Illinois. To receive information about his company's prephotographed custom choice program, call (708) 359-7500.

# Consider Six Elements When Choosing Awards

By analyzing their own and competitive programs The Tharpe Company, which offers a pre-photographed custom choice program, has determined that certain attributes or elements are necessary in the choice of awards to maximize the benefit to both employee and employer.

The award should be functional yet not necessarily practical and should not be something the employee would normally buy on their own.

The award should include the family and be something that can be used in the home. Since the majority of time spent away from the family is spent on the job and the majority of time spent away from the job is with the family, the objective is to bring the employee, employer, home, family and recognition together through the award.

The award should have recurring value so that each time it is used or whenever it is noticed by a third party the original moment of recognition is relived.

The award should have a high perceived value. To maintain a high perceived value, the award should not be price sensitive or used by retail establishments as loss leaders. Remember, whatever the dollar amount you spend on service awards it will not match the perception of value the employee has put on his/her service to the company.

The award has to be meaning-ful and desired by the employee. Giving an employee an award they do not want or will not use is a waste of money. For example: A lapel pin sitting in a desk drawer produces nothing of value for the employee or the employer.

Focus the employees' total attention on those awards available at his/her recognition level. If the employee can compare their choice of awards to a higher and more expensive level it will lower the perceived value of their choices. When choosing an award, the employees should only see those awards available at the specific year level for which they are being recognized.

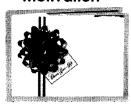
# Service Awards



## The Blue Book

Over 300 pages of national brand name items at competitive prices. One source for all your corporate merchandise gift needs.

# Merchandise Vehicles for Motivation



### Choose-Your-Gift®

Selective gift cards offering 40 items in each of 13 price levels. \$16 to \$1000. Give your employees Choose-Your-Gift®, with a choice of forty attractive gifts. Ideal for service awards and incentives.

Our complete creative and fulfillment facilities put your program under one roof.

# BENNETT BROTHERS. INC.

Corporate Gift Division 30 East Adams Street 211 Is Chicago, IL 60603 Mahwal

Chicago, IL 60603 (312) 621-1630 FAX (312) 621-1669 211 Island Road Mahwah, NJ 07430 (201) 529-7840 FAX (201) 529-7830

# Conclusion

The market serviced by the award supplier consists of the employees. It is they who choose the awards and provide the return on investment through increased productivity and longevity of service. And the success of the entire program rests on the suppliers' ability to provide meaningful awards. The supplier should annually evaluate the value of its products among employees. If your employees don't want them in their homes, you don't want them in your programs. The result of this meticulous evaluation can be the introduction of new and innovative products as awards.

Yes, service awards have certainly changed over the years and continue to be the most popular method of recognition for longevity of service. Once primarily lapel pins, they've moved from being entirely jewelry to a wider range of items such as clocks, lamps and other items used in the home. Today, work and family are brought together to create a special meaning for the employees.

# **NESRA Service Award**

These NESRA National Associate Members can offer more information on service awards.

American Lifestyles P.O. Box 2385 Grand Junction, CO 81502 (303) 243-2722 Jeff Hansen

Awards By Kaydan 221 Depot St. Antioch, IL 60002-1508 (708) 395-2900 Kathy Dreyer

D.M. Merchandising 1479 Merchandise Mart Chicago, IL 60654 (312) 527-1363 Mike Chiefari

Lenox China & Crystal 100 Lenox Dr. Lawrenceville, NJ 08648 (609) 896-2800 Dennis Wood Market Identity
P.O. Box 10540
Canoga Park, CA 91309
(800) 927-8070
(818)700-8262
Glenn Gilman

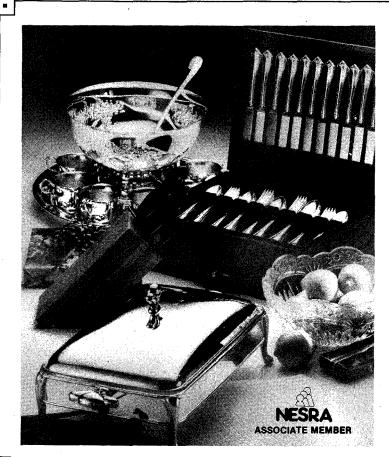
Oneida Silversmiths Kenwood Station Oneida, NY 13421 (315) 361-3211 William Hicks

Russ Berrie & Co., Inc. 111 Bauer Dr. Oakland, NJ 07436 (201) 337-9000 x354 Wayne Ballard

Sayings for You, Inc. 407 Broad Ave. Palisades Park, NJ 07650 (201) 592-0676 Alan Wendorf Seiko Time 1111 MacArthur Blvd. Mahwah, NJ 07430 (800) 545-2783 Spencer Toomey

Time Products 152 Messner Dr. Wheeling, IL 60090 (708) 459-8885 Edward Gusfield

Zippo Manufacturing Co. 33 Barbour St. Bradford, PA 16701 (814) 368-2700 William Galey



# Now there are even more reasons to love Oneida...

You've always known the value of incentive gifts and service awards from Oneida. They're elegant, enduring and engravable. But did you know that as a member of NESRA, you and your employees can buy luxurious Oneida products at a special savings?

Through the convenient *Employee Purchase Plan*, you can buy silverplated holloware, flatware, crystal, and more, at a discounted rate through our catalog, with no minimum orders required. Simply select the items you want, and call our toll-free number. It's that easy...

Or, take advantage of the **Company Store Program** by offering quality Oneida products to your employees, right at your own place of work.

For more information, contact Bob Bohrer, Manager Sales Service, Oneida, NY 13421-2829. Tel. (315) 361-3343.

# **ONEIDA**

# Conference Recharges Attendees' Batteries

by Karen G. Beagley

onference promotional materials beckoned NESRA members to "Experience...San Antonio Style" by attending its 53rd Annual Conference and Exhibit. Delegates did experience San Antonio and its

southern
hospitality.
But, more
important,
delegates
experienced
much more.
For five days
and nights,
NESRA
members gained
new, growing and
lasting experiences in
employee services and
recreation.

warm

This year, delegates came from all over to attend the conference. The ES&R experience attracted delegates from the U.S. and Mexico, Canada and Japan. NESRA has truly become an international experience.

Employee services and recreation

programs recharge employees' batteries. This conference and exhibit recharged the ES&R professional's batteries sending them back to the office more productive, effective and energized.

Workshops and sessions kept delegates busy learning and sharing information. Networking took on a whole new meaning, as many session speakers were NESRA members and other specialized experts. Attendees and speakers bantered over issues important to the ES&R field. If you needed a solution to a problem, someone in the session would have your answer.

"I came to gather and soak up as much information as possible," said Julie Jensen, assistant vice president, Seafirst Bank, Bellevue, WA. Gathering and soaking up information did not just happen during the days' sessions and workshops. General session speakers delivered more than a few self-improvement tips. It's easy to soak up information while simultaneously being entertained. The speakers were insightful, witty and funny. Who will ever forget Arte Nathan's 10,000 butterflies story the next time they look at an employee suggestion box? Or, who will forget to strive for great customer service by delivering hot French fries?

Networking and soaking up information extended to the social events. People could mingle and talk with their peers at Fiesta Texas, Sea World of Texas, the San Antonio Riverwalk and NESRA's western-style night. It is much easier to talk with someone about

business once you have shared experiences with them.

Attendees benefited from one-stopshopping at NESRA's Exhibit Hall. They were surrounded with all the products and services imaginable to make their jobs easier. Nothing beats a one-on-one discussion with a supplier to solve one of your programming needs.

### **Issues and Trends**

Volunteers and paid employee services and recreation professionals encounter a host of problems on their jobs. Many of their issues are the same; some are different. Whether paid or not, when you need information, it is imperative that you get it.

NESRA delegates listened and discussed issues that are important to them, in their everyday jobs. "With so many sessions going on at once, if you're not getting something out of one, you can go over to another session," said Claire Weston, CIGNA Corp., Philadelphia, PA. Concurrent sessions offered something for everyone.

Attendees got updates on special interest groups, community service projects and powerful promotional materials. They gathered new techniques to provide team building for their company, deal with work/family conflicts and get employees high on sports.

If you think attendees just sat around and listened while the speakers talked, you are wrong. Besides the lively discussions, many sessions encouraged audience participation. During the team building session, several audience members joined together in a big rubber band to negotiate the quickest way to walk across the room. You could observe the



personalities at work as they tried to find a solution to their dilemma. Rubber band participants laughed and conversed and finally celebrated as they achieved their goal.

Justifying their programs to management is a highly charged issue for many ES&R professionals. Surviving downsizing was addressed during a session. But, it is only part of the big picture. How do you survive all the recent downsizing with your current and any future programs intact? Delegates learned how to measure their programs, so they can take this data to management and prove the worth of the programs.

Some sessions were divided into Chapter, Employee Store and Fitness/Health tracks. These sessions dealt with issues that were pertinent to the specific tracks. Chapter track

> attendees not only gathered information on how to market their chapter and develop member services programs but also joined in a lively discussion with NESRA President Joe Hauglie, CESRA; NESRA Executive Director, Patrick Stinson; and Western Region Director Dale Shafer, CESRA. During this workshop, chapter presidents addressed their top issues. Suggestions flew around the room as other chapter presidents gave their ideas.





Through the dynamics of this session, many problems were solved and chapter presidents took home valuable tips for their roles as chapter leaders.

Employee store members were treated to some hands-on experience on how to

make their stores
viable with business
plans, merchandise
assortment plans
and planograms.
A loss prevention
seminar focused on
the prevention of
theft and an ADA
session addressed the
effect Americans With
Disabilities Act (ADA)
has on employee stores.

Wellness is still a big issue for fitness/health professionals. How to integrate wellness into their programs, is a concern for many ES&R

professionals. These people came away with

some unique ideas for wellness incentives and tips for designing and equipping a fitness center. A how-to workshop on worksite health screenings and wellness fairs gave attendees enough information to get their own programs started.

The conference really had something for everyone. Hospital ES&R professionals maximized a special session for them as they discussed their specific challenges. They serve employees on rotating shifts on 24-hour work cycles. They also traded tricks for presenting well-rounded discount services.

# Recognizing Your Potential

Every year, NESRA inducts new CESRAs and RVESRAs into its fold. This year was no exception as

eight new CESRAs and nine RVESRAs were honored during the Certification Luncheon. Becoming a CESRA and RVESRA means getting the recognition you deserve for the job you do. To encourage certification, this year, NESRA Certification Chair John Felak, CESRA, held an interactive session on the NESRA Certification Program. Felak spelled out what's in it for you. We hope at next year's conference, we will honor even more CESRAs and RVESRAs.

The conference boosted personal as well as professional development. It presented several powerful speakers to get those personal batteries revved.

Bob Gaylor, management development specialist, USAA, San Antonio, TX, opened the conference with humorous comments on age diversity. After attending his session, audience members know how to motivate people of all different ages.

Donald B. Ardell, Ph.D., director, The Wellness Institute, University of Central Florida, Orlando, FL, entertained attendees during his session, "Reengineering Corporate Fitness Programs to Help Employees Die Healthy." "Lighten up and enjoy life," brings on new meaning as you conjure up the outrageous outfit he was wearing. Here was a man, who obviously enjoys life.

Rita Davenport, speaker/author and time management expert, had attendees laughing their way to success. With her southern accent



and engaging manner, Rita taught us how to laugh. She declared, "The more you concentrate on the good things, the more good things will come." More will seem possible if we live by this and her other philosophies.

# **Recognizing Each Other**

Coming together to recharge batteries, would not be a complete experience without the chance to honor top achievers in our field. Lon A. Smith, president and COO of ITT Hartford Life Insurance Companies, Simsbury, CT accepted his award as NESRA's 1994 Employer of the Year during the Management Luncheon. We also took this opportunity to present awards to those winners in NESRA's Award Program. (See Award Winning Employee Programs on page 8.)

The Distinguished Service Award is aptly named because it is presented to the person who over the years has given outstanding service to the NESRA organization. The award is always a surprise and this year's honoree was moved by the presentation. NESRA Past President Dick Brown, CESRA, Texins Associ-

ation —Dallas. Dallas. TX, was awarded the 1994 Distinguished Service Award for his dedication and commitment to **NESRA** and the ES&R field. He



has attended every conference for the last 22 years. "The real connection is the people. Get to know each other. At any time I can call a fellow NESRA member and share information. Getting to know these people happens at the conference. Conference attendance payoff is 10 to 1."

# **Swapping Information**

Networking plays a big part in the conference and exhibit. Many of NESRA's members have programs that they are especially proud of and NESRA lets them "show-off" at the Swap Shop—A display for organizational members to share their printed materials. All attendees are encouraged to display flyers, calendars, handbooks, etc. on their programs. Plenty of information is available for the taking. Attendees can browse the Swap Shop

and pick up information on any assortment of programs that might be of interest.

Interested in starting or improving your newsletter?: There were loads of samples to pick up and "borrow" ideas. Want to start a few new wellness



"Conference attendance payoff is 10 to 1," says Dick Brown, CESRA, Texas Instruments—Texins Association



programs?: StorageTek's Health Exchange could give you some suggestions. Samples of promotional materials at the Swap Shop ranged from the simple to the elaborate.

# **Products, Programs, Services**

The Exhibit Hall was a vital component of the NESRA conference experience with over 147 exhibitors. Any product, program or service you were looking for was available in the Exhibit Hall. It was a friendly and casual atmosphere in which to browse through the myriad of products.

Looking for the perfect accessory to your gift wrap department? 3M demonstrated its Easy-Stick pull bow that adds convenience by adding self-stick adhesive to the banding ribbons. No tape or scissors are needed to add the finishing touch to any gift.

Several amusement parks have added new rides this year for your employees' summer fun. Six Flags hypes a new Batman ride at Magic Mountain, Astroworld features a Police Academy stunt show and Great America presents an out-of-this world Space Shuttle ride. Opryland USA touts its additions: River Taxis, Nashville on Stage concerts and Ryman Auditorium Museum. There is even a new park, Splendid China in Kissimmee, FL, where visitors experience a part of the Orient.

Florcom, Floral Communications, Boca Raton, FL, offers a nationwide telecommunications system that enables your employees to place floral orders directly with the delivering florist in locations throughout the U.S.

Would you like to offer your employees more merchandise but don't have the space? Consider a kiosk cart. The Richard Kastner Company, Plymouth Meeting, PA, offers a kiosk market cart that displays their merchandise. The cart can be moved around to different locations within your company.

Two companies in attendance, Express American Mortgage Corporation and Source One Mortgage Services Corporation, offer discount mortgage programs. Helping your employees secure their home loan just became easier.



Need to offer your employees footwear at a discount? With K-Mart Stores, Shoemart lets your employees purchase work boots and women's duty shoes, casuals and sandals.

Lots of other new products and services were available from many other exhibitors, too many to name here. And how could you not have fun while coming up with the perfect program to add to your employees' benefits.

Beethoven, Lassie and Striker were all on hand for photo opportunities—thanks to Universal Studios Florida and Fuji TruColor. Many exhibitors held drawings the final day and awarded some fabulous gifts.

#### Fun, Fun and More Fun

After all the networking, sharing information, learning, browsing through the Exhibit Hall, were we too tired to be entertained? Not when Fiesta Texas, Sea World of Texas, San Antonio's Riverwalk and a NESRA western party

beckoned. The evenings' entertainment was experience to behold. How can vou describe the festive welcome the conference committee extended to us at the San Antonio Riverwalk or the laser light show that danced against an old quarry? How do you describe the feeling of seeing Shamu perform? Or, the joy

and



talent of the characters performing for us in costume? You can't describe it. It has to be experienced!

NESRA's 53rd Annual Conference and Exhibit is over. Packages from suppliers have been opened, notes looked over and business cards filed. We're back at work, recharged, providing our employees with the best benefits and programs we can. The conference is over, but the experience lives on.

Join us next year when we travel to Philadelphia, PA from April 19-23, 1995. See you at The Philadelphia Marriott!

Photos courtesy of Fuji TruColor.



## Exhibitors Awarded Best Booth Awards and Longevity Service Awards

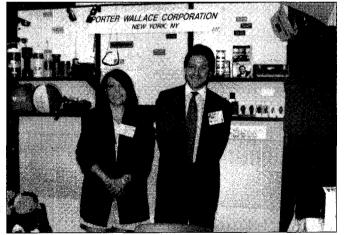
The John J. Davis Best Booth Award was presented at NESRA's 53rd Annual Conference and Exhibit for showing knowledge of how delegates can use the product in an employee services and recreation program. In honor of their continued service to NESRA members, two exhibitors received Longevity Awards for exhibiting for 10 consecutive years.

Best Booths:
a.) Medieval
Times, first
place,
b.) Porter
Wallace,
second place
and c.) See's
Candies for
third.

Longevity Award Winners: See's Candies and d.) Fuji TruColor.



b





NESRA thanks these and all its exhibitors for their support.

d



## Travel Ideas

# The Thrill of Adventure Travel



dventure travel trips are designed to appeal to soft and hard core thrill-seekers. Some adventures will take you to Tahiti or Antarctica aboard luxury cruise ships. Others require roughing it while pitting skills and stamina against Mt. McKinley or the Bio Bio river rapids of Brazil. There is an adventure package available for everyone from the novice sea kayaker to the expert mountain biker.

#### What's Hot?

The adventure travel industry offers all kinds of participatory packages to locales

around the world. The four hottest sporting adventure packages in the '90s are: wildlife observation sea kayaking tours, mountain biking adventures, and climbing/hiking adventures, with cross-cultural van touring a close fourth. With all four, all one needs is the equipment, a knowledgeable guide and the stamina to participate. The theater for the adventure can be played out in any country and on any continent. You can mountain bike across Alaska or bike tour in Zaire. For a paddling vacation one can sea kayak along the isolated beaches of Baja or kayak to explore the tropical islands of Belize. By land you can hike the Canadian Rockies or trek in the

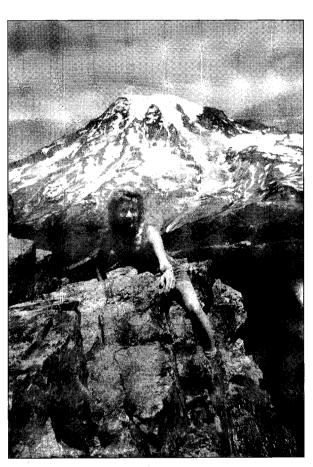
by Dan Clarke

There is an adventure for everyone from the novice sea kayaker to the expert mountain biker.

Himalayan Mountains. On escorted van tours you can experience Montreal to Mexico, China to Chile. The sky is the limit and your imagination sets the parameters.

#### Who Goes?

Who goes on these out-on-a-limb adventures? Avid travelers seeking to rekindle



that feeling of being on the edge, not knowing what lies around the corner and reveling in expecting the unexpected! A loving couple celebrating their 50th wedding anniversary spending two weeks cruising the head waters of the Amazon River in Brazil. Thirty to fiftysomething singles with the discretionary recreational income to reward themselves for a job well done at work. The quest to see, smell, touch, and

experience the natural wonders of Mother Nature has become a full blown industry fueled by the imagination of those on the cutting edge of the adventure travel industry.

#### The Choice Is Yours

Choosing the right trip can be something of an adventure itself. But the right choice is crucial more so with adventure travel than any other. Pitting the participant with the correct adventure itinerary is the responsibility of the travel agent, broker, outfitter or recreation manager. Adventure travel makes up a small percentile (6 percent) of the overall travel industry but it is the fastest growing segment, with new companies and adventures coming on-line monthly. It takes a real pro to sort out the fly-by-night companies from those reputable establishments with years of client satisfaction behind them. Using a knowledgeable adventure broker can smooth over the rough spots in the road on your way to a fulfilling travel adventure.

#### Boat/Bike/Hike/Van

Adventure travel often takes you where you're unable to board a plane home if things don't go well. It can be physically and emotionally challenging and at times uncomfortable. Your health and physical conditioning can play an important role in the trip you choose. Most sea kayaking expeditions are designed for the novice/ intermediate, so no previous experience is necessary. Group sizes range from 6-15 participants. Participants usually use "double" sea kayaks, which two people paddle, allowing for a less strenuous trip. These boats are more stable and have a better capacity for hauling gear from one camping spot to the next. Touring and mountain biking trips with groups sizes from 10-30 bikers are usually designated beginner/intermediate/advanced in the outfitters literature and the same with climbing packages. Biking trips allow you to bring your own bike or rent one at a reasonable fee if you should choose to do so. Van touring lends itself well to those more interested in the cultural aspects of a particular location; and physical conditioning usually isn't an integral part in trip participation. With motorized transportation the groups can range all the way up to 40 participants.

#### **Insurance And Other Matters**

All reputable outfitters and adventure travel brokers either carry liability insurance and/or sell travel insurance as a safeguard against injury or illness during a trip. It's highly recommended that all travelers take out their own travel insurance (baggage, health and trip cancellation) to safeguard against anything going wrong during your travels.

Group adventure packages make up the lion's share of the market holding down the overall costs to an affordable minimum. The best way to start an active adventure trip program within your company is to work with a local outfitter on a day trip itinerary then

move on to longer and more extensive departures. Satisfaction depends on finding a top-notch outfitter/broker who specializes in the trip you're looking for, is experienced in locales you plan to visit and who has an outstanding reputation.

#### Who's The Best?

How do you know who's top-notch and who isn't? Research. Knowledgeable travel agents, recommendations, and articles on trekking, rafting, kayaking and mountain biking can lead you to outfitters. Study available brochures and magazines in your vicinity, narrow your choices to several outfitters and ask:

- How long have they been operating trips like the one you are considering?
- Do they research itineraries themselves or rely on third-party reports?
- Do they run the tours or subcontract operators?
- What's the maximum group size and ratio of guides to participants?
- How are participants screened for expertise and fitness?
- How is a trip's level of difficulty defined? Is a grading system used?
- Are two versions of an itinerary offered for people with different ability levels?
- Do they provide background information on destinations and pretrip training?
- What are the guides' redeeming qualifications?
- What safety equipment is provided and do the guides have first-aid training?
- Will outfitters supply names of previous participants for recommendations?

The answers to these questions will tell you a lot about the qualifications of potential outfitters and help you discern the differences in their trip offerings.

#### Conclusion

Investigating an adventure trip before you book can protect against your dream vacation turning into a nightmare. Your best sources of information on your particular adventure trip can be found in several publications:

- The travel section of your Sunday newspaper
- The outfitters racks at local outdoor stores
- *The Specialty Travel Index* which lists all the major adventure companies (800) 442-4922
- Outside Magazine's Active Traveler Section (312) 951-0990

■ Sea Kayaker Magazine (206) 789-1326

Recreation managers can survey employees through company newsletters to find out what type of active trips they're interested in. Then you can contact your local outfitters, adventure travel broker, or travel agent to see who can fulfill the needs of the group. Good luck in your journeys and remember the words of Robert Frost: "Two roads diverged in the woods, and I—I took the one less traveled by, and that has made all the difference."

Author Dan Clarke has been involved in the adventure travel business since 1985 with ownership in a sea kayaking company. He now writes travel pieces and owns Outland Adventures, an outfitting and adventure travel brokerage company offering sea kayaking, mountain biking, and cross-cultural van tours to Alaska, Canada, Washington State, Mexico, Costa Rica, Belize, Guatemala and Honduras. For more information call (206) 932-7012 or write Outland Adventures, P.O. Box 16343, Seattle, Washington 98116.

More

These NESRA National Associate Members can offer more information on adventure travel.

Aspen Skiing Company P.O. Box 1248 Aspen, CO 81261 (800) 525-6200 Kevin Owen

Adventure Tours U.S.A./ Jack Tar Village Resorts 5949 Sherry Lane Dallas, TX 75225 (214) 360-5000 Richard Rhode

Aer Lingus 122 E. 42nd Street New York, NY 10168 (800) 223-6876 x4010 Bernard F. Lynch

Holiday Travel of Forrest City, Inc. 411 Cleveland Ave. Forrest City, AR 72335 (800) 890-0106 Bob Ross InterTrav Corporation 2560 Foxfield Dr. Suite 280 St. Charles, IL 60174 Paul House

Marex Divers, Inc. Clark Tower, Ste. 2208 5100 Poplar Ave. Memphis, TN 38137 (901) 681-0100 Bob Ross

Trans Global Tours, Inc. 8200 Normandale Blvd. Suite 504 Minneapolis, MN 55437 (800) 328-6264 Jeannette Kay

Wildwater Expeditions
Unlimited, Inc.
P.O. Box 155
Lansing, WV 25862
(304) 658-4007
K. Christopher Dragan

### **Operating Employee Associations:**

Providing Employee Services and Recreation Programs

Operating
Employee
Associations:

Providing Employee Services
and Recreation Programs
Brad Wesner

Operating Employee Associations - Providing Employee Services and Recreation Programs, by Brad Wesner, offers and examines the essentials needed to run a successful employee association.

Key topics include:

- History and philosophy of employee associations
- Dealing with tasks: business meetings, the essentials of planning, budgets, corporate recreation, internships and workshops
- Dealing with **people**: Stakeholders, programmers, public relations/ marketing, communication, self-management
- Samples of many aspects of association administration (tax forms, job descriptions, company store inventories, sample programs, and liability waivers just to name a few)

Operating Employee Associations also provides a list of suggested supplemental references.

Whether you have an existing employee recreation association or are looking to start one, **this book is a must!** 

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(708) 368-1280

## Barbecue and Order Fast Food With Health In Mind

#### Seven Ways to Make Your Barbecues Healthier

ne of the most popular rites of summer is the outdoor cookout. Unfortunately, evidence suggests that foods cooked on a charcoal, gas, or electric grill may be hazardous to your health.

The National Academy of Science has discovered a possible link between the grilling of food and the development of what are believed to be cancer-causing compounds. Some researchers suspect that when high-fat, high-protein foods—like hamburgers—are exposed to the intense, searing heat of barbecue cooking, the fat and protein turn into mutagens—chemicals that can damage the genetic material of cells and possibly cause cancer.

Since the jury is still out on whether or not grilled food definitely causes cancer, it's probably wise to reserve barbecuing for special occasions, rather than grill food regularly. Some other guidelines to reduce the potential risks from eating grilled food include:

- Before cooking meat, poultry, or fish, trim away fat. And don't baste foods to be grilled with butter or oil.
- Keep a spray water bottle handy to douse flare-ups.
- Position food well above the heat surface.
- If noticeable amounts of fat drip and flare up as food cooks, lower the flame or move the food to another part of the grill.
- 5 Cook food until it's done, but avoid charring it. The longer food is grilled and the blacker it gets, the higher the risk.
- To avoid charring fish and vegetables, wrap them in aluminum foil.
- Many foods, like chicken, can be boiled or microwaved before grilling, to reduce fat content and grilling time.

(To order healthier fast food, see next page)

Y
A few easy
alterations
could make a
difference.

#### Nine Tips for Healthier Fast-Food Meals

Fortunately for the 50 million Americans who eat at fast-food restaurants each day, choices are no longer limited to burgers, fries and shakes. Many chains now offer salads, baked potatoes, soups and whole wheat products in addition to traditional selections. Here are some suggestions for more nutritious fast-food meals.

Reprinted with permission from A Year of Health Hints by Don R. Powell, Ph.D., ©1993. Single copies available for \$23.95 from AIPM at 30445 Northwestern Hwy., Ste. 350, Farmington Hills, MI 48334.

- Avoid fried foods. Choose baked or broiled instead.
- If you order fried food, remove the breading (it soaks up most of the grease).
- Order pizza with mushrooms, onions, or peppers instead of pepperoni and sausage.

- Avoid mayonnaise-laced salads. Instead, opt for fresh, unadorned fruits and vegetables.
- 5 Steer clear of bacon bits, croutons, rich salad dressings, and fried noodles.
- Use high-sodium condiments like mustard or pickles sparingly. (And don't salt fast-food—it doesn't need it.)
- Ask for low-fat milk, fruit juice or plain water instead of milk shakes or soft drinks.
- Use low-fat milk instead of cream or nondairy creamer in your coffee or tea.
- Avoid high-fat, calorie-rich pastries and desserts—they offer very little nutritionally.

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# A Commitment to Excellence in Employee Services and Recreation

#### The NESRA Education & Research Foundation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

#### **Current Foundation projects include:**

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

## Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

☐ Yes! I'd like to send a	a tax-deductible donation to the NESRA Education and Research Foundation! My donation i
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Thank you

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(includes booth with 2 persons)		Guest	\$150
Additional Exhibiting Associate	\$200	Daily	\$100
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(Note: All prices increase \$25 effective 8/5/94)

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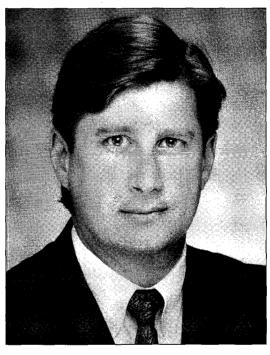
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## Employee Store

## Who Pays the Price of Retail Security?

H ead cashier Norah Bash glances left and right. Her face is flushed and her pounding temples make it hard to hear. She carefully (despite shaking hands) voids out the last sale she made for \$25.89. opens the register and removes \$25—two tens and a five. As she slips the bills in her right front pocket, she slyly pulls out a tissue and pretends to wipe her nose. As per company policy, she then calls her supervisor to report the void. As per company practice though, the supervisor tells her to hang on for a while. He's on break right now. That weekend at the mall, Norah buys the purse she's been eveing for a week.

etail theft is as old as retail.
Through the years, retail and retail theft have experienced tremendous growth in terms of size and complexity. Due to the details involved with managing a successful retail operation, there is an urgent need for business people to not only understand business and economics, but to also understand



by Read Hayes, CPP

how retail theft occurs and how to prevent and control it.

Retail theft is a management issue. Strong, well-trained managers usually control theft. Often the problem of shoplifting goes unnoticed as a primary cause of loss in revenue. Due to the retail industry, billions of dollars are lost annually to dishonest employees, vendors and customers. Most retailers are aware of some of the loss threats that are faced daily and many retailers are familiar with effective methods and systems available for controlling those threats.

Each type of retail operation has its own unique risk areas. Grocers experience both employee and customer "grazing" (or eating of merchandise) on a regular basis. Also, grocery "baggers" are in a position to carry merchandise to their vehicles or to those of accomplices. Cosmetics, clothes, tools, auto parts, etc. are all easily worn or concealed and removed unlawfully by company employees. Employees

have also been known to damage merchandise intentionally and mark it "out-of-stock."

The methods used by employees to steal company profits have been broken down into three categories—merchandise theft, cash theft and miscellaneous business abuse.

Employee store managers should realize that many types of internal theft, such as underringing sales or giving away free merchandise, don't generally show up as cash shortages, rather they impact the physical inventory. This loss is oftentimes attributed to shoplifting.

Employee store managers should document all reported theft incidents. The data within the report will allow them to determine the most common methods of theft. Once this is determined, detection and prevention efforts can be focused to eliminate or control incidents of theft.

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#### **Cost to Customers**

According to the National Retail Security Survey, every year retailers lose approximately \$24 billion to theft committed by their customers, vendors and employees. Over \$9 billion of these staggering losses are attributed to shoplifting. And another \$9 billion are attributed to employee dishonesty. This problem negatively affects customers in at least three ways:

- **1.** Higher consumer prices—merchants are forced to raise prices to cover their increase in cost of doing business (i.e. loss of merchandise, working capital and cost of security) placing the financing burden ultimately on the honest consumer (approximately \$209 per household per year).
- 2. Overburdened criminal justice system many apprehended novice shoplifters and dishonest employees are referred to the already overcrowded system (police, courts, corrections). This results in the need for more tax revenue to pay for a continual expansion of the system. This concept has recently received official sanction. A grand jury in Seminole County, FL ordered local county commissioners join in a lawsuit filed by 55 of Florida's 67 sheriffs against the state. The lawsuit contends that crime (and the early release of known criminals) poses a tremendous financial burden for taxpayers. The suit contends crime and its cost comprise a hidden tax which must be paid, unfairly, by the victims. In the case of retail theft, customers as well as merchants pay dearly for losses, security and "punishment."
- 3. Lost tax revenues—merchandise lost to theft is not converted to profit in the form of sales for the retailer. As a result, millions in tax revenues are lost. Again, the honest taxpayer must bear the financial burden of runaway theft.

#### **Cost To Retailers**

Shoplifting by customers (or customer collusion with employees) obviously reduces company inventory levels. This non-sales reduction in inventory negatively affects the retailer in at least three ways:

**1.** Shoplifters of all types normally steal the most desired merchandise. Sometimes literally stripping individual stores clean of certain

items. Theft activity frustrates a merchant's attempt at remaining fully stocked in desirable merchandise, actually leading to customer dissatisfaction. This is a situation no retailer can afford with competition being as fierce as it is today. This customer dissatisfaction compounds when retail companies raise prices to compensate for lowered gross margins due to theft!

- 2. Stolen items must be replenished. And replacement costs may be higher due to the loss of special purchase deals and/or inflationary price increases. Again, the cost of replacement in any case reduces a retailer's profit per transaction. Also, the capital used to replace stolen merchandise may have to be taken from other profitable ventures.
- **3.** If company employees steal cash received for legitimate purchases, reported sales remain the same. However, the cash related to reported sales isn't available for inventory replacement. Inventory replacement capital must now be diverted from other areas such as expansion into new merchandise or trading areas.

#### Shrinkage vs. Loss

All retailers should strive to gain accurate cash shortage figures in addition to accurate inventory shrinkage figures. These two figures are not always the same.

Inventory shrinkage simply refers to the negative difference between what's supposed to be in inventory versus what actually is. When merchandise is stolen by employees, customers and vendors, shrinkage results. Also, since accurate (or at least semi-accurate) inventories generally use the retail inventory method to take into account price changes and mark out-of-stocks, unrecorded, improper or inaccurate marking can affect retail shrinkage figures. Unit inventories are not normally affected by price changes but undocumented inter-store transfers or inaccurate inventory

shipments can skew individual store inventories for obvious reasons.

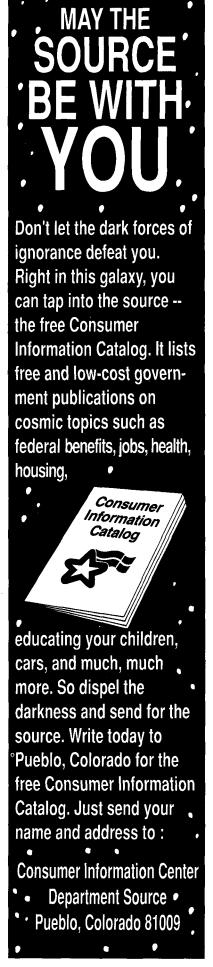
In addition to merchandise theft, some cash losses may be reflected as inventory shrinkage. In the cases of failure to record underringing and voids, all or part of sales are not recorded or that record is altered (voids and some refunds.) In these situations, merchandise is gone with no record of it. Shrinkage results. Also, in these scenarios, the missing cash is not indicated since the register should balance. Very often however, money collected for sales tax or even odd amounts may be left in the drawer. In this case, there should be an overage. The point is, not all cash thefts impact inventory shrinkage. All cash shortages should be documented and resolved whenever possible. Additionally, shoplifting or employee theft of merchandise along with marking or shipping errors combined with the above cash thefts contribute to inventory shrinkage figures.

#### **The Security Investment**

The first sections discussed the cost impact of losses. This section examines the cost of controlling loss. All employees of a given retail company exist to maximize owner (shareholder) value. In that context, all company expenditures, including those designed to reduce the incidence and/or impact of loss, should be designed to increase positive cash flow. These investments should actually enhance cash flow not reduce it.

Generally, when store merchandise is stolen, shortage rises and revenues (sales) fall. Obviously, stolen merchandise cannot be sold. In addition to decreased sales, the following list demonstrates other costs of retail theft:

- Wholesale value of stolen merchandise
- Gross and net profit from lost sales
- Replenishment costs
- Additional markdowns and freight to clear broken assortments; and
- Inventory carrying costs for stolen and replacement goods



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#### EMPLOYEE STORE

By preventing theft, loss prevention services and hardware decrease the negative cash flow associated with the above costs. The key is to select an investment that saves more money than its total cost.

The true causes and effects of loss must be accurately identified through analysis of reported incidents, shrinkage figures, gross margins and turn rates. Once you identify high-probability and high-impact loss events, prioritize them. Then attack incidents that cost the company the most money.

The next step is to select cost-effective countermeasures for the biggest problems. Choose security technology, training and/or personnel because they offer the most protection at the least cost. Some controls, such as civil recovery, may help reduce theft incidence rates while simultaneously recovering some lost assets and loss prevention costs. Ideally, the more benefits a countermeasure offers compared to its cost, the better.

#### Conclusion

The costs of retail theft are multidimensional. Customers, company employees and stockholders all pay for spiraling losses. Retail companies unable to identify the causes of their losses and control them will fail to compete effectively in the tougher market ahead. All companies must strive to accurately identify the true causes and costs of loss. They must then determine loss control techniques, which provide a positive return on investment, articulate their findings to senior management, secure adequate funding and implement their programs. Ultimately, we all pay for a lack of retail security!

Read Hayes, CPP, has been an independent security consultant since 1984 with Loss Prevention Specialists, Inc., in Winter Park, Florida. He has over 16 years of hands-on retail loss control experience with Robinson's, Sears, JByron's and Ross Stores. He is a Certified Protection Professional (CPP), Certified Security Trainer (CST) and a Certified Fraud Examiner (CFE).

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## **B**uyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1993-94 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates will be listed monthly.

#### ▼ American Lifestyles

P.O. Box 2385 Grand Junction, CO 81502 (303) 243-2722 (303) 243-3004 FAX Contact: Jeff Hansen

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#### v Aspen Skiing Company

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With four ski mountains, Aspen Mountain, Aspen Highlands, Tiehack and Snowmass, three hotels, golf and tennis, the Aspen Skiing Company offers a variety of recreational packages at special NESRA discount rates. Call (800) 525-6200 for details.

## Collage Video Specialties, Inc.

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#### V Embassy Suites Resort Lake Buena Vista

8100 Lake Ave. Orlando, FL 32836 (407) 239-1144 (407) 238-0230 FAX Contact: John Shreve

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## Express America Mortgage Corporation

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#### Meldisco

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#### **Motion Graphics.** Inc.

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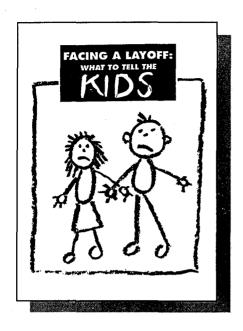
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their children during their time of unemployment.

For a special low price, you'll receive a packet containing all the materials described and the right to duplicate the number of copies you'll need.

For more information, contact Cedars Sinai Medical Center, 8700 Beverly Blvd., Los Angeles, CA 90048-1869, (310) 855-6441.

contact Contemporary Books, Two Prudential Plaza, Suite 1200, Chicago, IL 60601, (312) 540-4500, FAX (312) 540-4657.

#### ▼ Diversity in Camps

Association Bookstore has included two new categories of materials in its 1994 Camp and Program Leader Catalog. The first category, Diversity, offers five titles on programming for diverse populations. The other, ADA Resources, is more specialized and offers assistance and programming for compliance with the Americans With Disabilities Act.

The Bookstore catalog offers a collection of books for use in outdoor programming. Over 450 titles cover: outdoor education, arts and crafts, challenge/adventure education, team building, environmental education, management of camps,

conference/retreat centers, record-keeping forms and more.

For more information, contact American Camping Association, Bradford Woods, 5000 State Road 67 N, Martinsville, IN 46151-7902, (317) 342-8456, FAX (317) 342-2065.

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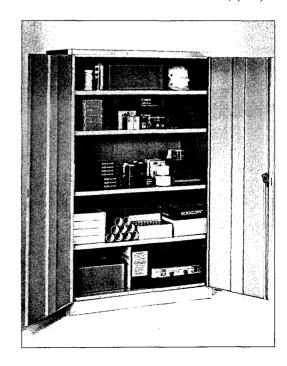
For more information, contact Penco Products, Brower Avenue., Oaks, PA 19456-0394, (215) 666-0500.

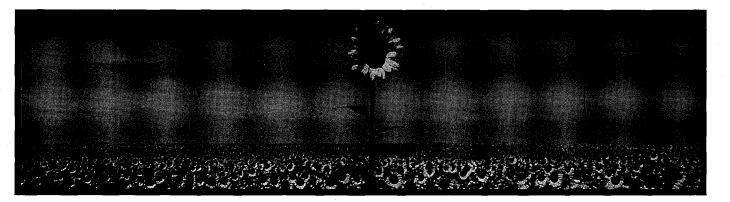
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### CANDID CORNER continued from page 48

We make it
fun with
friendly,
helpful and
enthusiastic
effort.

authority to make decisions about their programs, facilities and equipment has paid off nicely. Trust and respect should work both ways, but it starts with the manager entrusting his/her people with what they need to get a job done.

#### Recognition

I literally pat my people on the back. I also give them recognition with my superiors whenever possible. In formal job performance counseling I make sure they know how they are doing, and good performance is recognized with appropriate salary merit increases. By putting them in charge of programs, they logically and rightfully receive direct praise from the people they serve—and customer satisfaction is a great motivator.

#### **Openness to Change**

I have learned to be more open about trying new programs because of my young, enthusiastic crew. More importantly, I have trusted my staff, and gambled with them on occasion with recommended new equipment or programming (within budget of course!). An important part of this process has been allowing failure and learning from it.

Perspective is valuable in this business. We are involved in helping our customers achieve fitness, health and entertainment. We make it fun with friendly, helpful and enthusiastic effort.

Maybe we've just been lucky, with growing programs and participation in recreation and fitness at Phillips. Then maybe it's a recognition and response to the value created by a talented, dedicated staff of professionals who are allowed to do what they do best.

Howard Heuston, CESRA, is recreation director for Phillips Petroleum Company, Bartlesville, Oklahoma. His company has won 20 NESRA Awards since 1984. Phillips Petroleum won NESRA's 1994 Eastwood Award in the category of companies with 2,501-5,000 employees. Turn to page 8 to read about its award-winning program.

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## Lead, Encourage, Then Get Out of the Way

by Howard Heuston, CESRA



▼
It's not hard
to empower
a young,
creative
staff. What's
hard is
making sure
you don't get
run over by
the
enthusiastic

recently applied for and received my CESRA status at the 1994 NESRA Conference in San Antonio. In the process of thinking about and summarizing the many facets of responsibilities of managing a recreation staff of approximately 150 full-time and part-time employees and volunteers, I realized how things have changed over my 34 years in corporate recreation and fitness services. This business has evolved from simple facilities management, to include health, fitness and recreation programming of all kinds. And it takes energetic and talented staffing to keep all the balls in the air.

Blessed with full recreation facilities housed in a Fortune 500 company headquartered in northeast Oklahoma, participation in recreation programs has always existed at Phillips' Bartlesville Headquarters. New programs and classes for regular employees, retirees and family members continue to grow. From water fitness to bowling to benchstepping classes, our young recreation staff (ages 16-38) and a couple of "seniors," including me, are normally sprinting and juggling their time to keep everything running and coordinated.

And we have fun. That's what makes it all work, and has helped us win 20 NESRA awards since 1984 for video features on fitness, in-house sports games and special programs like "Water Walking Route 66 Across Oklahoma"—we'll do anything to keep our people exercising and enjoying it!

We know that our programming has to be creative, fun and worthwhile for our participants. How does a recreation program reach and maintain those attributes? If you ask my staff that question, you'll probably hear some or all of these answers.

#### **Management Style**

Regardless of your style, you have to recruit qualified, enthusiastic and cooperative people to help run the program. Otherwise, the inertia spent to get the basics accomplished (doors open, equipment in order) leaves little for the finer points that make a program hum with success, like providing personal fitness advice and training, and starting new initiatives like weight loss challenges during the holidays. An unenthusiastic staff can always find pleasures and reasons not to do the "extras." My management style is to guide a little and delegate with expectations. Then I leave my door open for discussion and remember to praise staff for successful initiatives. You've heard these ideas before, but they must be applied for desired results. And how do I know they work? I walk around the facilities and talk to my customers—program participants. I hear a lot about what is and isn't working because our recreation members aren't bashful! Thankfully, they also let me know when they are especially pleased with my staff or our programs.

#### **Training and Empowerment**

The process isn't finished if you are lucky enough to hire qualified people with upbeat attitudes. Abilities need stretching by training, new duties, more difficult assignments, special projects—things that provide "the big picture" over time and keep a staff from getting bored. Most of my full-time staff of 12 can play every position we have in our various programs and facilities. This is the only way to increase flexibility and efficiency in this business. We also supplement challenging job duties with continuing professional training in specific fields of expertise.

Giving my staff the responsibility and

group.

## WHEN TIMES GET TOUGH TURN TO YOUR ASSOCIATION

It is in times of economic downturn that the benefits and true value of association membership shine through.

Associations are information brokers. They either have the kind of information at their fingertips that can make the difference during a recession, or they can point the way to find it.

Associations like ours provide information that not only helps our members survive a recession, but often can turn it into an opportunity. For example, information on new markets or developing niches within changing markets . . . sharing information on ideas that cut costs . . . trends analysis . . . or the latest information on technological advances.

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If you would like more information on how associations advance America, please call Tom Gorski, ASAE, 202-626-2704.

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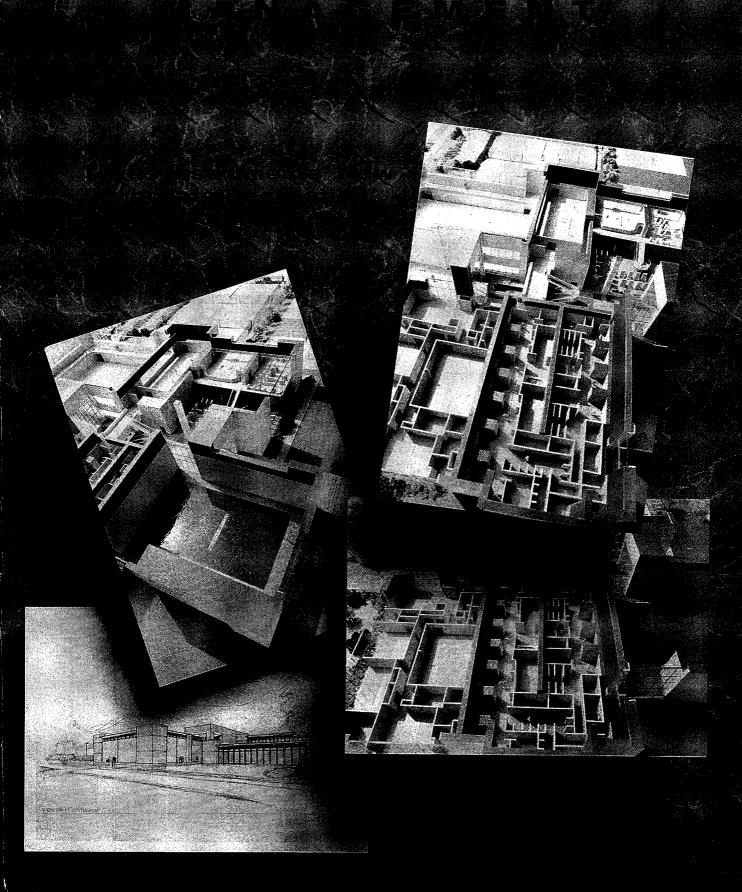
"I have personally used the Fitness Expert program and found the health evaluation to be highly accurate and a good value. My personalized exercise prescription was designed to be both gradual and thorough - components that a quality program should have."

Dave Baker, 1993 NESRA President

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### 1994 NESRA Western Region Conference

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#### Who Should Attend?

- Professionals, students & volunteers involved in employee services & recreation
- Management, vendors & academics

#### What Should You Expect?

- A four day conference dedicated to professional development & education
- A selection of educational seminars
- Effective keynote speakers
- Network with colleagues & make new business contacts
- Interact with more than 80 vendors in the Exhibit Hall

#### Registration Fees

NESRA Member Delegate	\$200	Student	\$150
Exhibiting Associate Member	\$800	Retiree	\$150
(includes booth with 2 persons)		Guest	\$150
Additional Exhibiting Associate	\$200	Daily	\$100
Non-Exhibiting Associate Member	\$225	•	
Non-NESRA Member Delegate	\$250		

(Note: All prices increase \$25 effective 8/5/94)

#### Hotel Rates (Double Occupancy)

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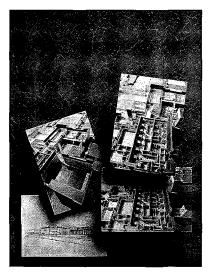
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Employee Services Manage-

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## **NEWS**

#### IN BRIEF

## V Discount Tickets Remain An Added Value

S pectators to baseball games will pay an average of 9 percent more to watch. The average ticket price has risen to \$10.45 and the total cost for a family of four to attend a Major League Baseball game is \$95.80, reports *The Wall Street Journal*.

Premium seats are getting more expensive at other ballparks too. Baseball overall priced 20 percent of its tickets above \$12 in 1993 and 30 percent of them over \$12 in 1994.

The number of low-end tickets is declining. Discount tickets offered through employee services, lets families attend baseball games without the higher prices.

#### ▼ Yoga in the 90s

Y oga's back with a twist. A yoga class in the 1990s combines stress-relieving stretches with strenuous muscle toning and aerobics, reports U.S. News & World Report. Executed properly, yoga poses are a tough workout involving almost every muscle in the body.

An estimated 4 million people regularly practice yoga in the country, nearly double the number three years ago. Yoga appeals to many because it doesn't have to be intensely aerobic; there are more than 1,000 poses, and the endless combinations can suit many needs.

There's sport benefits from yoga as well. In as little as 15 minutes before jogging, yoga can add hip flexibility, which helps runners take longer strides.

Yoga is inexpensive and convenient. Besides loose clothing, participants need a floor to sprawl on.

#### V Sibling Relationships Triumph

c ibling relationships, and 80 percent of Americans have at least one, outlast marriages, survive the death of parents and resurface after quarrels, says U.S. News & World Report. Research shows what goes on in the kitchen while dinner is being cooked exerts a profound influence on how children grow. Sibling relationships shape how people feel about themselves, how they understand and feel about others, even how much they achieve.

In the 90s world of shifting social realities, of working couples, disintegrating marriages, blended households, disappearing grandparents and families spread across a continent, the importance of siblings becomes more important.

More and more children are stepping in to change diapers, cook meals and help with younger siblings' homework in the hours when parents are still at work. Many baby boomers, now going into middle age, are fighting with their siblings over the care of dying parents or the division of inheritance.

In a generation where late marriages and fewer children are the norm, old age may become a time when siblings sit by their parents' bedside.

#### v Less Traffic on the Superhighway

inking together databases, communication systems and other electronic marvels to form an information superhighway presents tremendous potential, but a national poll of executives by Robert Half International, finds that most will be slow to merge

their companies onto the technological expressways.

Executives were asked:
On a scale of one to 10 (with 10 being the quickest), how quickly will your company merge onto the information superhighway? The mean response was 3.9. Further definition of just what the information superhighway is, how much it will cost and what advantages it offers are some of the major issues for these executives.

## The Executive Health Checklist

anagement in U.S. companies often suffer from repressed emotions as they internalize stress which leads to disease. Disabling stress has doubled in six years according to a 1991 survey done for the Northwestern National Life Insurance Company. There are 14 maladies that are often overlooked in a typical medical exam:

- **1.** Waking up tired, tiring early in the day or not sleeping well.
- **2.** Chest pressure or shortness of breath.
- **3.** Abdominal pain or a change in bowel habit.
- **4.** Urinating more frequently at night or decreased urine stream.
- 5. Unexplained weight

loss or gain of 10 pounds or more.

- **6.** Irritability or depression, desire to change jobs or end marriage.
- **7.** Change in skin moles.
- **8.** Decreased desire for sex or inability to enjoy sex.
- **9.** New widespread aches and pains in executives over 50.
- **10.** Unusual bleeding.
- **11.** Family history of heart disease, cancer, high cholesterol, osteoporosis or diabetes.
- **12.** Persistent headaches.
- **13.** History of borderline or high blood pressure.
- **14.** General sense of malaise.

#### ▼ Economy Takes Off

he U.S. economy got off to a running start in 1994 and will experience a 3.5 percent growth rate in the first half of the year, according to University of Michigan economists. This rapid pace cannot be expected to continue beyond mid-year, when growth is forecast to decelerate to a 2.3 percent rate.

The economists said that the economy's current strength was supported by vigorous growth in the second half of 1993, when there was a 7.5 percent jump in output (annual rate) in the fourth quarter, following an increase of nearly 3 percent in the third quarter.

Light vehicle sales climbed above a 14.5 million unit pace for the first time in nearly four years, and business purchases of durable equipment other than vehicles rose by nearly \$24 billion.

Consumer spending on non-vehicle goods and services increased at a 3.2 percent annual rate, accounting for about \$26 billion of the \$94 billion surge in fourth quarter output.

#### V Edge Cities Are Growing

E dge cities are the richest and most promising new consumer markets, outplacing old downtowns, reports American Demographics. Compared with downtowns, edge cities have safer homes, better jobs and healthier cultural scenes.

Some of the biggest edge cities are centered around major airports where there are good road networks and potential for growth.

Part of what gives some edge cities an urban character is their unsuburban-like housing. In 19 edge cities, a majority of residents live in buildings with 10 or more housing units. Some edge cities have achieved that desirable balance of housing and jobs that results in short commutes.

Edge cities are for entrepreneurs, while downtowns are for old-fashioned people committed to their companies. The top-20 places with the highest proportion of companies having fewer than 50 employees are all edge cities.

In six edge cities, 87

percent of all businesses have fewer than 50 employees. They are all high-tech, high-education, high-income centers. Most of them hardly existed as urban cores when the Fortune 500 began.

#### ▼ Educational Assistance for Employees

ompanies strongly support educational assistance for employees, according to a recent survey conducted by the International Foundation of Employee Benefit Plans. Almost all (93 percent) of the 335 benefits professionals who responded to the survey said their company provides some type of educational assistance to employees.

Of those companies that provide assistance, 99 percent pay for tuition, 69 percent pay fees, 63 percent cover books, 19 percent provide supplies and equipment while only 9 percent pay for travel expenses and 8 percent pay for lodging and meals. Approximately one-third, 37 percent, of respondents said employees are required to pay part of their tuition.

Of the 41 percent of companies that have an annual cash dollar limit per employee, 5 percent under \$500, 15 percent pay \$500-\$1,000, 29 percent limit reimbursement to \$1,001-\$2,500, 39 percent pay \$2,501-\$5,250 and 5 percent provide more than \$5,250 per year.

Sixty-one percent award the maximum benefit only for a passing grade, while 9 percent award the maximum benefit if a course is completed and 18 percent have a step approach, a higher grade receives a higher benefit.

## Employers Identify Driven Employees

ompanies striving for the quality culture realize that nothing can sabotage their efforts faster then employees who don't practice safe work habits. To help employers address the growing issues of safety and quality, London House recently introduced the Employee Safety Inventory-Quality (ESI-Q). The ESI-Q is a multiple-choice assessment system that uses several scales to measure an individual's quality conscientiousness and safety attitudes, which together, promote optimal performance on the job.

The quality scale measures overall quality orientation—to what degree an individual takes responsibility for offering quality products and services; is committed to detecting and avoiding work errors: and strives to improve product or service offerings. Research conducted on the quality scale's validity showed that individuals who scored higher on quality orientation won more quality awards and demonstrated fewer mistakes on the job.

## **Initiate Action**

with

ne rarely has a second chance to sell a product, a service or idea; persuade a board to enter a new venture; convince colleagues that one's idea is best; or even ask the boss for a raise. Persuasion requires clear goals and a sound strategy. Every audience consists of individuals, each whose perceptions and motives are unique. The same information will strike different people in different ways. Some will be motivated to act; whereas others will be impelled to resist.

The fundamental objective of persuasion is to modify an attitude and to change a person's predisposition to behave in a certain manner. But attitudes are difficult to change for three reasons: 1) Attitudes accentuate certain aspects of an individual's environment. 2) Attitudes simplify life. 3) Once a person has an attitude, s/he will do everything possible to prove themselves right, finding reasons that never before existed. It is vital of course to know the kind of person you are dealing with. Does the individual like a summary first and then the details? Or the details first? Does the individual respond best to a "folksy" approach or to a "sophisticated" explanation.

Never attempt to set yourself up as an authority in too many areas or you may find yourself losing credibility in areas where you may rightfully be an expert. If you must make decisions and persuade people in areas in which you cannot operate with authority and assurance, admit it. Preface your attempt at persuasion by saying "I'm not an expert in this

area, but I have talked with experts. Here's what they say and I'm inclined to agree," then continue. You are very likely to be considered a credible and highly regarded source of information, which is almost as good as being an expert.

We must be prepared to "sell" our ideas. Becoming comfortable with persuasion tactics is a must. This means presenting your ideas clearly, listening to responses attentively and persuading others to accept your ideas. You must learn to be assertive without being obnoxious, and to always remain patient with those who object to your ideas. These skills don't come automatically, or even naturally to most of us. However, we can acquire them with time, knowledge and a solid commitment.

Before you can put your idea to work, you have to plan how to achieve successful implementation. You can combine one or several approaches to do this. These approaches usually involve several aspects for selling the idea: Inform others; persuade them of its value and effectiveness; convince them it is the best idea under the circumstances; let them know

## Persuasion

by Joe Bannon, Ph.D.

"When we persuade people, we do not merely change their thinking on a subject, we cause them to do something. Their actions are modified as well as their thoughts."

how much consideration went into selecting this particular idea over others; overcome their resistance to change; and be prepared for emotional and cultural blocks to come up.

#### Techniques of a Successful Persuader

Certain techniques can help you become a successful persuader. All of them will help you get your point of view across effectively. Listed below is a brief description of some of these techniques:

- The careful in challenging the power structure in the organization. In meetings especially, avoid direct or public confrontations with the "power people." You usually come out on the short end of such confrontations even if you have the right answers. In those situations where you do win in a direct confrontation with a power person, you usually create a dangerous situation for yourself in the future.
  - Stay on the content level. While avoiding

public confrontation with the power people is wise, the same doesn't hold true for others involved in the situation. If you have powerful persons supporting your point of view, go ahead and confront the opposition head on. It is important, however, to use tact and stay on the subject at issue. Always stay on the content level rather than attacking or addressing your opponent personally.

- When persuading, don't be excessively negative and don't start from positions of weakness. In sales, this is often interpreted into "Don't knock the competition" since this form of persuasion is usually interpreted by the buyer as a reflection of the seller's lack of confidence in his/her own product or service. Presenting your point of view in a negative light gives the buyer a choice between two "worsts." Instead, present ideas in a positive way and respond positively to comparisons.
- Use your eyes. Use constant and direct eye contact, without staring. Keep your eyes focused and direct but not cold and expressionless. Watch for subtle changes in

your opponent's eyes, such as pupil dilation or increased blinking. These changes might signal an emotional state is changing. Also watch for and evaluate facial expressions for similar signs of emotional state.

Timing: Unless you're facing a critical situation, avoid times when others are busy or tired. Timing is even more important in urgent situations. Remember that just because you're ready for change doesn't mean everyone else is.

- Keep your voice controlled, low, but well modulated, Most importantly keep it relaxed. When lowering your voice, you often see listeners moving in towards you, to better hear what you are saying. Keep them from becoming bored with a monotone voice by raising and lowering it. At the other extreme, avoid becoming soft and wavering in your tone because these characteristics are considered too passive and not authoritative.
- Stand still. When seated, keep your hands in sight but not folded across your chest or behind your head. Don't rock or swivel in your chair. Keep both feet firmly and flatly on the floor. Crossed legs tend to create more barriers and sometimes look sloppy. When standing, keep your body as still as possible, slightly forward. Maintain a balanced stance, erect but not rigid. Avoid leaning and stooping.

Try to avoid excessive head nods. All of these movements and postures might be interpreted as signs of weakness. Others might signal aggressiveness. Hands on hips, arms folded across the chest or feet wide apart are postures that can be taken as domineering signals.

■ Do not let your fingers do the talking. The amount of hand movement each of us uses is controlled somewhat by culture and learning factors, which we have little or no control

over. Although some hand movement is natural and very effective as a means of emphasizing your points, in general avoid excessive hand fluttering.

- Personalize your appeal. According to most persuasion studies, the most successful persuaders pitch their presentations to the specific needs of the person being persuaded. You are better off not using the standard line or appeal when trying to persuade. Some people are susceptible to direct appeals and others must be persuaded using specially designed presentations.
- Listen for needs, then respond. Persuasion is not simply a matter of talking to someone about the many benefits, advantages, and features of your idea, product or service. Too often talking becomes a high pressure situation in which the persuader takes charge in an attempt to overcome any and all objections. The major problem with this approach is that it can easily turn off persons being persuaded. Instead of high pressure, try to listen for the person's needs and hidden objectives. Use questions to probe them, to learn what may be on their minds. Once you have a clear idea of the feelings and attitudes of your "buyers" you are in a better position to make a successful persuasive appeal.
- Don't be "flip," be genuine. Make individuals feel you sincerely care about them and their problems and that your suggestions are designed at satisfying their major needs. Unless you are with close colleagues or friends, avoid sarcasm or flippancy. These messages often imply an equality position that usually is not present in a persuasion transaction, even after the point of view has gotten across. Don't overdo "superiority messages" and exaggerated shows of strength or knowledge.
- Make your conclusions clear. A common misconception is that people are much more likely to accept conclusions if they develop them themselves. Yet according to the best research on persuasion, people are more likely to change their opinions in the directions you desire when you give them a clear indication of that direction. Unless you give such signals you can't be really sure that your persuasive efforts will yield the results you desire. You should never force others to accept your ideas. Any acceptance you get from this strategy is likely to

be in response to pressure, not to the value of your idea or to the persuasiveness of your logic. Gentle guidance along with a clear but subtle indication of your position is best.

- Don't be too dramatic. Some people feel really sensational or dramatic appeals are the best ways to produce a long-term attitude or opinion change or to persuade someone not presently in favor of accepting your viewpoint. The most sensational or dramatic forms of persuasion can often be the least effective of all types of appeals in producing significant attitude changes, especially over a long period.
- Don't oversell your idea. The most difficult job in any presentation is knowing when to stop pushing your point of view. This may mean asking an individual for an opinion or commitment towards the idea or proposal you are advocating. Knowing when to quit is a

matter of listening for subtle signals. A long period of silence, a lowering of the voice, fewer questions or leaning back can be signals that it's time to end the persuasive encounter.

#### **Responding to Objections**

Objections to your idea may be raised for valid reasons, or they may be part of a hidden agenda. An objection may be a smoke screen that covers a real objection. Some may want to introduce ambiguity, uncertainty and confusion. Because the objector or doubter isn't stating his/her real objection, you will have difficulty discerning what that objection is and how to handle it.

Several tactics can be used to respond to objections. The most effective is to anticipate them and raise them yourself! When you do this, you're fully prepared to respond. If you have answers in advance, you'll gain acceptance more easily than if you seem

#### **Preparing to Persuade Others**

- Make the advantages of the idea obvious to others.
- Satisfy the needs of those who will benefit from the idea.
- Indicate the economic value of your idea.
- Build on the support and enthusiasm you may already have from those in favor of your idea.
- Prepare audiovisual materials.
- Be convinced of your own idea before trying to sell it to others. If you don't buy it, no one else will.
- Back up your idea with good facts, research and know-how. There is no substitute for information. Others will want to know just what you based your idea on and why they should commit their energies to it.
- Don't criticize those who object to or resist your idea.

- Don't get excited or emotional if anyone resists your suggestion. Calm, reasoned responses will convince others of your confidence more quickly than angry rebuttals.
- Don't debate your idea, sell it. Don't become so involved in refuting objections that you forget to emphasize your solutions.
- Don't distort the worth or impact of your idea. Be realistic about what it can achieve, and others will be more likely to trust your assessment of the idea's real worth.
- Be willing to compromise on how your idea is put into action.
- Don't be in a hurry for agreement or approval. Give others time to mull your idea over and get used to it.
- Be ready to change your mind about your idea. Be willing to discard it, if necessary.

#### **PERSUASION**

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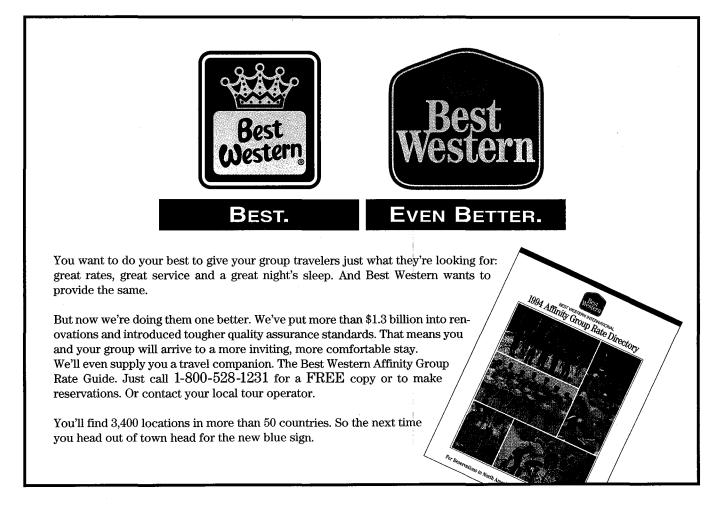
unprepared and surprised by doubters' questions. Use your imagination to anticipate all possible objections.

There can be at least 11 kinds of objections to any new idea. These include:

- 1. The idea actually costs too much. You need to reevaluate your estimates of required human and capital investment.
- 2. The idea is believed to cost too much, based on misconceptions or misinformation. You need to share your estimate of cost and how you arrived at it.
- They do not see the urgency of agreeing to a solution and putting it into effect.

  Convey to them a sense of urgency.
- 4. Others have fears about making the wrong decision. Convince others that your idea is the best, based on a good deal of analysis and investigation, and that you are prepared to take full responsibility for it.
- **5.** Others seem dissatisfied with the idea. If you have argued your case poorly, your argument needs to be strengthened.

- **6.** The idea is not practical. This occurs when others are not convinced by your evidence, regardless of its worth.
- **7.** Others believe the idea is not practical. This may be due to poor presentation on your part, or not handling objections properly.
- **8.** Others may be strongly committed to their own ideas, regardless of its merits. This may simply be a lack of information on their part. If so, provide more details.
- **9.** The idea is full of weaknesses you did not anticipate. This means that it was not handled properly during the analysis process.
- **10.** Few want to commit themselves to future action. Again, you need to create a sense of urgency and its need for a solution, as well as to demonstrate your willingness to put it into action.
- 11. Not everyone is convinced of the value of your idea. You need to stimulate others' excitement and to enhance their interest in your idea.



## Evaluate Facilities and Skill Levels

## When Planning A Volleyball Tournament



by Greg Demko, M.S., CESRA

ost athletic competitions have many common factors that are used during a tournament. There are, however, specific factors common to running a successful volleyball tournament. This article will detail the necessary procedures recommended for a safe, fun and smooth event.

#### Determining The Skill Levels

The U.S. Volleyball Association (USVBA) uses the designations of B, A and AA—AA being the strongest—to denote skill levels. Other terms are power, nonpower, jungle ball or recreation level. It's very important to attempt to make all participants aware of their skill level so they are properly placed in a common

competitive level. Use the chart titled "Volleyball Skill Rating Chart" to assist your participants in proper placement. This chart may also be helpful in proper placement of players in leagues as well as tournaments.

#### **Facility and Equipment**

Playing sites are generally the most difficult commodities to find when scheduling a volleyball activity. Whether your tournament is indoors or outdoors, here are some considerations to keep in mind: Each site is different and usually requires some adaptation to set-up the equipment in a stable and safe manner. If you must rent a site, secure a contract well in advance of the scheduled event. The contract should specify your activity, date, equipment available, times and any additional fees you will incur.

Try to select sites with a minimum ceiling clearance of at least 23 feet, 30 feet is recommended. There should be

no obstructions over the playing area and on the court surface. Standards, chairs, tables, etc. should be at least 3 feet from the sidelines but 10 feet is recommended. If permanent poles are not available and portable standards are used, be sure to properly secure them with cable and pad and mark the cables with flags. If the court equipment doesn't come with an official's stand, have a sturdy table or ladder available for each court. Antennas should be placed on each

Chart A	Volleyball Skil	Rating Chart	
Skill Level	Serving	Offense	Defense
	Serving consists mainly of underhand serves without any consistency or strategy	Limited ball handling and spiking, serve receiving is inconsistent and carrying or throwing the ball is prevalent	No blocking, defensive positioning is nonexistent, very few good serves or offensive attacks returned, no diving
	Learning to control the ball through the positioning of the valve, learning overhead and jump serves and target areas but serving is only 60-70 percent consistency	Bumping and passing skills are still in need of practice, spiking is as inconsistent as the setting, offense consists of trying to hit the ball three times and then over the net	Single blocking if any, learning team defense and positioning, very little diving
	Knowledgeable of serving target areas and hitting them with 80 and 90 percent consistency, overhead and jump serves that will rotate	Ball handling is consistent and affords sets and spikes, offensive plays are evident including dinks, offspeed ots, rolls shots, etc.	Single and some double blocking used, some diving and rolling, relatively good defensive positioning but consistent teamwork lacking
	Controlled hard overhead and jump serves to specific positions on the floor with 95-100 percent consistency with a ball that moves and rotates	Excellent serve receiving and ball handling technique, spiking accurately with body control and with power, total net play knowledge and versatile capabilities with 5-2, 5-1, 6-0 or 6-2 multiple offenses, good balanced	Defensive positioning is strategically deployed and effective, double blocking is controlled and effective, diving and rolling are widely used by everyone, good balanced teamwork

teamwork

end of the net directly over the side boundary lines. Provide each court with a game ball, a scorer's table and chairs, team benches and a scoring device. Be sure that the court is marked to the proper specifications recommended by the USVBA.

Look for a facility that has restrooms and locker rooms and, for added convenience, showers. Also evaluate a site's seating for spectators and its concession stand, especially for all day tournaments. A well-run concession stand can be profitable. When securing the site, also schedule all the personnel you'll need to run the tournament. Schedule necessary volunteers to assist with early set-up duties, daily chores, and post tournament cleanup. Try to maintain knowledgeable volunteers on-site during the entire activity in case of any equipment problems or emergencies.

#### **Scheduling**

Volleyball tournaments use either round robin or double elimination type of play. Double elimination is effective if you have a lot of teams and not very much time to schedule games. Round robin is the more universally accepted style of scheduling because all teams are guaranteed a reasonable number of games. We'll focus on round robin in this article.

The standard formula for scheduling a volleyball tournament is five teams per court.

Playoffs are set-up depending on the number of courts being used. The round robin play is used to seed (rank) the teams for a single elimination playoff. If only one court (5 teams) is used there is generally no playoff—first place wins. If two courts are used (10 teams) the top two teams advance from each court and first place plays second place and the winners advance to the finals as shown in Chart B.

Other playoff combinations are available with more courts

being used and they generally conclude with a quarter finals playoff as shown in Chart C.

To help determine the best type of point system to use for each game in a tournament, consider how much time you are allowing for the event. The following Scheduling Guide in Chart D has been developed to assist in scheduling.

Remember, never eliminate a team from the playoffs if a tie exists after round robin play. Let them go head-to-head in one 15-point game to determine who advances to the playoffs and who is finished for the day.

## Chart C Quarter Finals Playoff best record (bye) 4th 5th 2nd best record (bye) Champion

#### **Officials**

Your local USVBA region can provide you with officials to call your tournament games. If you are not familiar with your regional contacts, call the National Office for assistance:

> United States Volleyball Assoc. 3595 E. Fountain Blvd., Suite 1-2 Colorado Springs, CO 80910 (719) 637-8300 (719) 597-6307 FAX

Chart D
Scheduling
Guides

- two 11-point games—
   50 minutes
- three 11-point games—

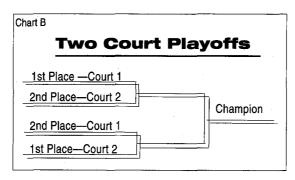
1 hour, 10 minutes

- two out of three 11-point games—
   1 hour, 5 minutes
- one 15-point game— 30 minutes
- two 15-point games—
   1 hour
- · three 15-point games—

1 hour, 20 minutes

two out of three 15-point games—
 1 hour, 15 minutes

They will also assist with training your own people and, if necessary, get



you the rules of the game. If the level of play only warrants qualified knowledgeable people on the official's stand, USVBA certified officials may not be necessary.

The schedule on the "5 Teams on 1 Court" chart refers to Team vs. Team and then a referee's schedule. This refers to the team that will assist with the officiating duties during the game scheduled at that time. These duties may include all or some of the following:

- second referee's duties
- scorekeeper
- line judges

The officiating equipment necessary per court should include:

- score sheets (1 per game)
- line-up sheets (1 per team per game) of the injuries that could happen.

- pens (red and black)
- two pencils
- coin for coin toss
- two whistles
- play schedule

#### Conclusion

There are many variations to sites, equipment and scheduling. Be as creative as you want to make your event as specific as you want.

Personalizing a tournament for your company will only enhance the experience for the participants. Fun and safety go hand in hand. If there are two rules to remember, they are—never touch the net or cross under the net. These two rules will prevent most of the injuries that could happen.

Be creative with your awards but specific to the theme, goal or objective of your tournament. Teams wearing uniform T-shirts will also add class to the tournament. Have the teams' name logoed on the shirts. Encourage participants to have fun naming their team. Here are a few examples: Net Results, Scared Hitless, Bumpers, etc.

Greg Demko, M.S., CESRA, is a member of the USVBA as player, coach and official for over 23 years and presently owner/director of Corporate Wellness Games.

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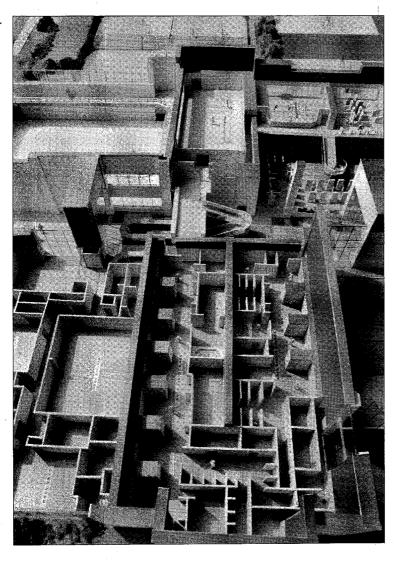
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Follow the Development of

## Texas Instruments' New Corporate Recreation/ Fitness Facility

by Dick Brown, CESRA



November 12, 1993 was "D" day (for decision) at Texas Instruments (TI) for the new recreation/fitness facility that we had been working on since 1988. This was the day that our proposal was presented to TI's management committee—the CEO and executive and senior V.P.s. My boss, the vice president of human resources services, did the actual presentation while I sat nervously in the back of the room occasionally

answering a question or offering a comment. They were a tough audience—asking very probing questions and some adding a few cutting remarks, such as "How do you think the employees will feel about this coming out of their profit sharing?" It didn't look or sound very encouraging. I returned to an all day Health Excellence Meeting but I must admit that I just couldn't concentrate on what was being discussed. Several hours later, my boss stuck her head in the door. She had a big smile on her face and gave me a thumbs-up sign. I found out later that not only did they approve the facility, but they did so without cutting out any of the amenities (indoor swimming pool, etc.) that we felt might have to be sacrificed in these tight economic times.

#### How and why did this facility get approved?

Even though the company had only recently emerged from a string of six consecutive quarterly losses—the first since its founding in 1951, the facility was approved because of three factors:

- 1) persistence and determination,
- 2) a good track record and
- 3) programs tied to corporate objectives.

We had first started working on the design of this facility in late 1988 when the Dallas area TI employee population was 23,000. The project was shelved in June, 1989 when it became obvious that TI, like the rest of the electronics and defense industry. was headed for a severe slump in business and corresponding reductions in the workforce. In June, 1993, I was informed that TI's need to expand an adjacent manufacturing building would cause the loss of one of our softball diamonds, three tennis courts and our 1/4-mile jogging track. The 30-year-old 30,000 square-foot Activity Center building we currently occupy on the same eight-acre site as these other facilities, would remain untouched and the TI facilities group promised to replace the lost facilities somewhere else on TI property. I perceived this as an opportunity to revive our plans for a new facility. Gradually my boss, the Texins Board of Directors and a number of influential TI executives joined to support this proposal.

## Why Move Forward With A New Facility?

- Enables a healthier workforce that translates to greater productivity, higher energy and lower cost.
- Demonstrates commitment to the welfare of Tlers.
- Supports our work/family balancing.
- Maintains company's image and enhances recruiting ability.
- Supports shift to teaming environment—team building, corporate Olympics.
- Continues link for retirees— Fit to be 50, retiree club.

Figure 1

#### Dallas Texins Proposal — Metrics

Current Texins building is 30 years old and requires high maintenance costs.

Facility is overcrowded in peak hours. Some Tlers do not use facility due to physical condition of facility and the overcrowded status. Since 1989 usage has increased while TI population has declined.

	<u>1989</u>	1993	Change	1996 (Proj.)	<u>Change</u>
TI Population Served	23,000	17,100	-26%	16,000	-6%
Fitness Membership	6,173	6,484	+ 5%	7,500	+16 %
Percent of Population	27%	38%		45%	
Fitness Center Usage Avg./Mo.	15,065	18,206	+21%	22,765	+25%
Aerobic Participants	1,626	1,872	+15%	2,340	+25%
	After Work	<u>M</u>	ax Design C	apacity	
Usage Dallas Fitness Center	150		151		

Figure 2

### Health Excellence Health Benefits Strategy

TI commitment that values and promotes individual responsibility for best health through integrated programs and services.

Currently, separate functions deliver specialized programs and services.

- Health Benefits
- Sick Leave/Disability Management
- Workers Compensation
- Health Services/Promotion
- Safety/Industrial Hygiene/Ergonomics
- Texins/Fitness
- Food Services

Texins Fitness Centers are critical link in Health Excellence Strategy. They enable the integration of services.

- To promote individual responsibility for managing personal health
- As an information and training resource for Tlers
- To support return-to-work programs
- As a center for health-risk analysis
- As a connection point for Tlers with differing health and exercise needs.

The metrics used to support our proposal are shown in Figure 1, on page 17. It is clear that our membership, programs and use of facilities have bucked the downsizing trend. Despite a 26 percent decrease in employee population since 1989, the usage of the fitness centers actually increased 21 percent over the same period! In addition, Texins has aligned itself with TI's "Health Excellence" Health Benefits strategy (see Figure 2) and other objectives important to TI's continued business success.

I believe we are now seen by TI management as a real partner in enhancing employee productivity and helping to control TI health care cost; and that the approval of this new facility was based on furthering these efforts.

#### The New Facility's Offerings

Ground breaking for the new facility was on March 3, 1994. It should be ready for occupancy in December and we plan to open it to our customers on January 2, 1995. The final design is about 68,000 square feet and will cost \$8.4 million. TI will provide capital funding for the building and land improvements. They will also pay for the ongoing occupancy related costs such as depreciation, utilities, maintenance, etc. Texins Association will provide \$225K for new fitness equipment for the facility and will continue to pay for all its own staffing, programming and overhead expenses.

A comparison of the new facility to the one it will replace is shown in Figure 3. It is a general purpose activity center designed for use by TI employees, retirees and their spouses and dependent children. It will be located at the north end of TI's 250acre expressway campus and will occupy about 8 acres. It is accessible to visitors and other nonemployees for meetings and special events. This facility—in contrast to the existing one—is designed to be very family friendly and less intimidating to special populations such as retirees. older females and those who are physically challenged. For example, a separate "light exercise" area was created on a mezzanine overlooking the main exercise area. This area and both aerobics rooms are accessible directly from the locker rooms without passing through the atrium lobby or the main exercise area. This requirement came out of focus groups conducted with TI's female employees.

The entire facility was designed to meet ADA requirements. This is easily accomplished with a new building but it does result in some loss of useful square footage (for turning and circulation requirements). Also, a lot of attention must be given to various details such as counter heights, location and type of drinking fountains, etc.

The facility will include three amenities not previously available: 1) A short-term childcare facility, 2) an indoor swimming pool with 15 feet deep end for scuba instruction and 3) an indoor running/walking track. This "family friendly" concept will extend to new operating policies and programming such as family nights in the gymnasium and pool. We have also greatly expanded the areas devoted to meeting rooms and for fitness testing and rehabilitation. These are in support of TI's integrated Health Excellence strategy. We expect to offer a greatly expanded number and variety of classes in the areas of health/wellness, parenting, personal safety and work/life issues. We also expect to become much more involved in TI's safety, ergonomics and return to work programs.

Outside the facility, an area has

been reserved for our very successful experiential learning "Teambuilding" program. In the future, this may include construction of a high elements (ropes) course. The entire outside area, including the 1/4-mile cushioned surface track, is well lit and enclosed within a security fence—accessible only by entering through the access-controlled main building.

#### its Design

The appearance of the building—from the outside—is in conformance with other TI buildings on the site. That is, mostly brick and dark glass curtain wall construction. It's two story, largely rectangular and not very dramatic from an architectural standpoint. Inside, however, we had the opportunity to distinguish it from all other TI buildings. Upon entering the building, the first thing a member or visitor will see is a large carved brick mural on the face of a bridge spanning the 37-foot tall atrium that runs the entire 125-foot length of the building. The mural, carved by a Denton, TX artist, is a collage of people-children, adults and elderly-engaged in a variety of active sports and recreation activities. We will bring color and excitement into the building through the use of painted murals on the very large wall spaces found in the 25-foot high gymnasium, natatorium and main fitness area. The murals in the fitness equipment area are geometric shapes in bold, bright primary colors. We believe that this will add a

childlike, playful quality to the facility. We want the message to be strong and clear — "You are here to have fun." The fitness equipment in this area will include all the latest in high quality treadmills, exercise bikes, stairsteppers, etc. It will include three full circuits of strength conditioning equipment and a 1,000 square foot free weight area. Some fun, eh?

#### **Staffing**

Staffing will be a very important issue in a facility this large. We are currently open 106 hours per week—7 days per week, 358 days of the year and will probably maintain this schedule in the new facility. We believe that the new facility must be staffed by a minimum of four people at all times for security and safety reasons. With overlap, that is almost three full shifts or the equivalent of 12 people. In high usage times this will increase to as many as eight people per shift. Luckily, during business hours we will have our full-time professional staff and as many as five interns to fill in some of these man hours. In addition, the Kids Room (short-term childcare facility) will require 2-4 people during its hours of operation. Staffing cost is a major expense but is absolutely necessary for safety and customer service. Texins has for many years had a detailed safety and emergency plan and we have recently adopted a set of Texins Fitness Center standards and guidelines for operation of all fitness centers company-wide.

Figure 3

### Comparison of Dallas Texins Facilities

	Existing	<b>New Facility</b>
	(Sq. Ft)	(Sq. Ft.)
Total Square Feet	32,230	67,980
Exercise Area	4,500	7,489
Mens Locker Room:	2,644	5,201
Day Use Lockers	254	374
Showers	23	28
Women's Locker Room:	: 1,288	3,550
Day Use Lockers	64	200
Showers	6	13
Gym	7,136	8,736
Aerobic's Room #1	1,152	2,660
Aerobic's Room #2	N/A	1,250
Game Room	600	580
Health/Fitness Testing	706	2,030
Meeting Rooms	2 @ 1,476	3 @ 2,658
Club Rooms	4 @ 1,150	4 @ 1,430
Administration/		
Storage/Other	8,300	13,500
Kids Room	N/A	975
Other Amenities		
Indoor Swimming Pool	N/A	Six-lane
Indoor, Suspended		
Running Track	N/A	1/15th Mile

Indoor Swimming Pool	N/A	Six-lane
Indoor, Suspended		
Running Track	N/A	1/15th Mile
Outdoor 1/4 Mile		
Running Track	*	1
Sand Volleyball		
Courts (Lighted)	1	2
Tennis Courts (Lighted)	*	3
Outdoor Basketball	1/2 Crt	Full Crt.

\*removed due to TI construction

These standards and guidelines are modeled after those recently published by the American College of Sports Medicine. Among other criteria, it calls for no unmanned facilities, full CPR, blood-borne pathogen and first aid training and certification for all on-duty-staff, and a required health history questionnaire and orientation for all participants.

#### The Construction Process

I would like to briefly discuss the design and construction process. Some members of our Texins team have been involved in the design of four or five of these types of facilities. Hopefully, we learn by our mistakes. For that reason, we probably take a much more active role in the process than do the occupants of other corporate buildings. Architects and our corporate facilities planning people are not always comfortable with this. But, we have seen so many mistakes made by people who are not familiar with the operation of this type of facility that we feel compelled to be involved in all phases of the design and construction process.

The design of a new facility begins with the development of a set of specifications or "needs." That is, defining the major components e.g. gymnasium, aerobic rooms, locker rooms, tennis courts, club rooms, etc. Not only what, but how many and

how big. There are factors that can be used to help "size" these components based on membership or population served. Ratios are then used to decide on the number of all other support facilities right down to the number of lockers, toilets, sinks and shower heads. Each of the major components on our ultimate wish list is then assigned a priority rating (1-5) usually through a group or committee process with as varied a representation as possible. The rating system serves to help make those decisions required when the facility has to be scaled down to meet budget or size constraints. All of this is done by our group before we call in a corporate facilities planner or an architect who specializes in recreation and sports facilities.

At this point—in the TI process we seek approval for design funds. Depending on the size of the facility and the extent of the architect's involvement, full architectural design can cost 3-7 percent of the final cost of the project. Most often, the company may not be ready to make such a commitment and will instead only commission a conceptual design. The architect in this case—for a much smaller fee—develops only a general floor plan with approximate size areas and may include some exterior elevation renderings or even a model to help sell the concept. With this, we are able to estimate the final cost of

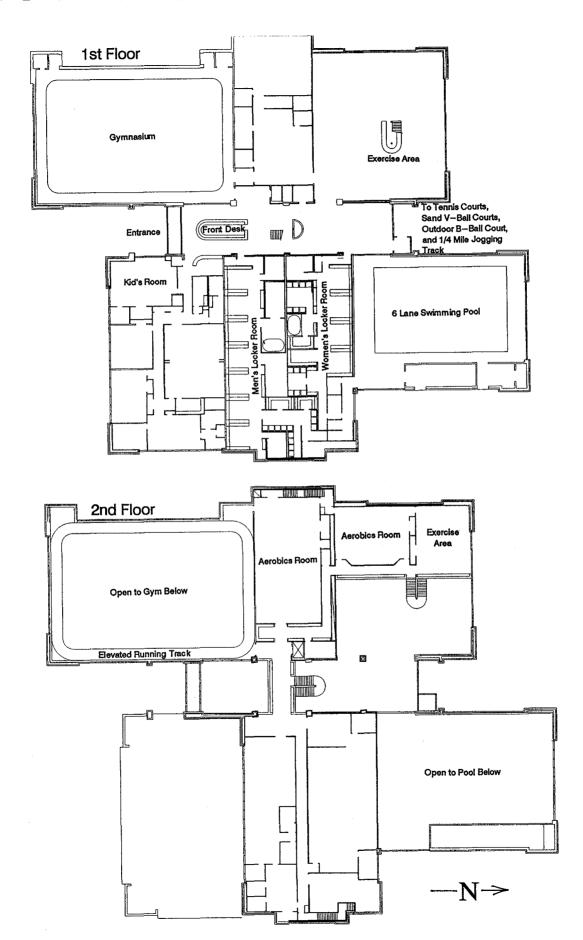
construction (not including land cost). Again, there are consultants who do this, but our TI facilities people have a pretty good idea what costs have been for other recently constructed TI buildings in the Dallas area. They can provide a per square foot factor to get a pretty good first approximation. For our building, they guessed \$118 per square foot. It actually came in at about \$120 per square foot.

#### The Politics

Now begins the politics. At TI we present the proposal to a group called the Corporate Facilities Committee (CFC) to get approval for full design funds—for this facility, \$300K or so. For them to be convinced to let go of this much money, they have to feel fairly confident that the project will indeed be approved by top management. Therefore, we set out to do one-on-ones with a number of group and executive VPs. My boss would set up these appointments, I would present the proposal and we would have the facilities planning manager along to answer technical questions.

What we are looking for is a promise of support for the project preferably in writing. With this we were able to get approval for full design funds and get a number plugged into the facilities capital budget plan for the expected full cost of the facility some time in the future. If everything goes smoothly, it takes at least 3-4 months to develop full architectural plans and another 30-45 days to put the project out for bid. Hopefully, the low bid comes in close to your estimate. Ours did. For a smaller project, (maybe up to \$5 million) we would then just make another trip back to the CFC for final approval. However, our project had to go all the way to the Management Committee. We got on their schedule and again went out to do some oneon-one pre-sells to drum up support. We were successful! I say "we," but I know that a large part of the reason it was approved was due to the obvious

Therefore, we set out to do one-on-ones with a number of group and executive VPs. My boss would set up these appointments, I would present the proposal and we would have the facilities planning manager along to answer technical questions.



#### CORPORATE FACILITY

## Home Sweet Loan

NESRA Members now get wholesale mortgage rates and save 50% off origination fees.

Here's an employee benefit that can save you serious money over the long term – and 50% off origination fees right now. It's the Home Loan Benefit Program, developed exclusively for you by Express America Mortgage.

You'll get highly competitive wholesale interest rates for new mortgages and refinancing. And you'll have reliable expertise of a \$5 billion mortgage banker behind your loan, just like 78,000 other families from coast to coast.

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1-800-580-7334.





conviction and work of the vice president of human resources services who is a highly respected member of TI's human resources leadership team. Believe me, you have to have a high-level champion for a project such as this to succeed.

#### The Planning

The rest of the process is a lot of work and what seems like thousands of decisions but it is fun and exciting when you know that this is really going to happen. In the design phase our Texins team met with the architect, TI facilities planner and some specialty designers (electrical, plumbing, etc.) 2-3 hours every week for over three months. Our team consisted of the Texins recreation and employee services director, health/fitness director, fitness center manager, maintenance supervisor and myself. Each week we would get the latest iteration of the plans from the architect. The Texins team then met separately for 4-12 hours to review every detail of these plans. We would write up our item-byitem review, bring it to the full design team the next week and discuss each of our changes or recommendations. We tried to analyze every detail to be sure it was exactly what we wanted to make for efficient use of all spaces; good traffic flow, proper number and location of amenities and utilities, and ease of maintenance and control. Literally, we decided on the type and location of everything right down to water fountains and electrical outlets.

The goal of this process—the number of people and hours spent—is to produce a final plan and final product with zero defects. That is, no mistakes and no changes after the construction contract is let. Realistically, that is probably not possible. But change orders are expensive and cause costly delays, particularly if they occur later in the project. So, we want to do everything we can to avoid problems and produce the best possible facility we can for the maximum use and enjoyment by our customer, the TI employee.

#### Conclusion

Well, at the time of this writing, we are about 120 days into the 260-day construction contract and we are still on schedule and on budget. The building has come out of the ground and you can really begin to visualize what it is going to be like to work, play and socialize in the space. Wish us luck. We hope we won't need it but it never hurts. I'll come back about this time next year and tell you all how it turned out.

Dick Brown, CESRA, is general manager for Texins Association, Texas Instruments in Dallas, Texas. Brown was awarded NESRA's Distinguished Service Award at NESRA's 53rd Annual Conference and Exhibit.

## No Store, No Problem Employees Still Buy

or many companies, being without a physical employee store is a mere inconvenience.

These companies continue to sell logo items and discount tickets and a variety of products/services to employees—and employees continue to buy.

With or without an employee store, employees enjoy the convenience of purchasing discount tickets, logo items, photofinishing, floral arrangements and a host of other products/services. There's a demand for this consumer service and today it's easier than ever to present merchandise to employees without an employee store. Technology and old-fashioned creativity has paved the way for many options to make it easy for employees to buy.

#### **Mobile Stores**

The Richard Kastner Company introduced its new market cart at NESRA's 53rd Annual Conference and Exhibit. The market cart is an attractive, two-wheel push cart, which acts as a store on wheels.

The visual appeal of the cart makes it easy to merchandise a variety of items such as watches, hosiery, perfume, baseball hats, logo items and discount tickets that are provided by The Richard Kastner Company, Plymouth Meeting, PA. The market cart is designed for easy storage and security. The shelves fold up and lock and the storage compartments on the base of the cart also lock. "The whole cart fits through a normal doorway and can be stored in a closet," says Curt Hochberg, sales associate.

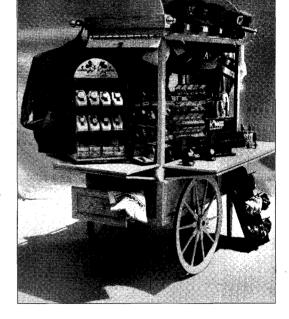
There are three options to obtain the cart: Direct purchase option, memo billing and a lease purchase option.

This new market cart makes it easy for a company to sell merchandise to its employees. Using the cart brings convenience buying to the

employee and provides a company with an attractive, low maintenance program to sell merchandise.

The push-cart is one option, but there's more than one way to be mobile.

John Felak, CESRA, at Operations Recreation Association at Savannah River Site in Aiken, SC, has begun a new service at his company with it's "Mobile Store." The Operations Recreation Association purchased a step van, similar to a UPS truck, for \$1,900 and installed shelves and peg board to



convert it to the new mobile store.

The van transports discount tickets, logo shirts, hats, mugs, cassette tapes, sports bottles, playing cards and home safety items to different work areas within the plant. Felak says, "Although we have about 25,000 people working at the plant, there's no more than 3,000 in one worksite."

Now, one part-time employee drives the van to a location, sets up the merchandise in a receptionist area or a lobby and sells the merchandise during the lunch hour. Felak says, "We make over \$100 an hour for every hour we're open." On average, it's open 3 hours a day. The markup for products is 35 percent and for home safety items, 15 percent."

Eventually, Felak hopes to increase the sites serviced and to progress to an air conditioned

van for employees to walk through during their lunch hour. He hopes the driver, now part-time, will become full-time and be linked electronically—to be paged to fill requests. The product line will also expand to include, among other things, greeting cards and stamps.

#### **Turnkey Offerings**

In addition to buying products, employees purchase services. They take advantage of the convenience of photofinishing services. Drop boxes offered by a number of suppliers can be placed in various high traffic areas and the photofinishing program requires little staffing.

According to Tom Kearns, Fuji TruColor, there's a few ways to coordinate the pick-up of film, "At some companies, the photos are delivered to the company's mail room, which distributes the photos to the employee as if they were mail. At other companies, the photos are delivered to the mail room, where employees pick up their photos. Some companies designate the human resources department or the club office as the place for pick-up during specific hours of the day."

To save staff time, Kearns recommends the photofinishing program be designated a prepaid program. This way, an employee includes a check or money order with his/her dropped off film. Then, the supplier deals with the money; staff only has to hand the employee his/her photos. Using this method, rebate checks could be issued quarterly or monthly.

The markup for photofinishing is usually "from 5-30 percent," says Kearns. "Depending on how much you mark up the service, per 1,000 on-site employees, a company can make \$600-\$3,000 a year in rebates," says Kearns.

Photofinishing is a natural for any employee services and recreation department. This service is offered by Fuji TruColor, Hackensack, NJ; Konica Quality Photo, Portland, ME; and Qualex Inc., Durham, NC.

There's a wide variety of NESRA National Associate members that offer popular products and services that are easy to present to employees without having a store.

For example, Employee Printing Services, Bedford Park, IL; Federal Printing Co., Farmington, CT; and Print U.S.A., Hazelton, PA, offer a program in which employee services and recreation managers make available their display albums showing a variety of printed products such as wedding

invitations, birth announcements, thank you cards, accessories and holiday greeting cards to employees, who can fill out enclosed order forms, send the form to the supplier and purchase printed products at discounts. These programs often provide an ES&R department with rebate checks based on the amount of sales.

Technology and ingenuity allow you to present employees with an opportunity to order floral arrangements nationwide and speak directly with the delivering florist.

Florcom, Boca Raton, FL, offers employee associations a \$3 commission for each order placed by their members. There is no cost to the employee organization or its members to participate. Florcom provides companypersonalized full-color flyers to advertise its service to members, their families and friends.

Each participating organization, depending on its size, is assigned either its own 800 number or the 800-FLORCOM number plus a pin number for its members to use. Either way, the calls are toll free: there is no service charge or sending fee.

Here's how it works: The member calls the toll-free number (if there is one) and the zip code for the delivery destination of the floral order. The supplier's telecommunications system connects the caller with the florist in the destination city. The caller speaks to the florist who will actually design and deliver the order, making it easy to specify details, take advantage of any specials and pay by credit card. If there is a busy signal, or if there is no delivering florist in the area, the call will be immediately directed to Florcom's customer service team who will take the order and relay it.

#### Conclusion

Although an employee store is ideal, it's not necessary to sell products and services to employees. This article provides a very small sample of the vast opportunities NESRA Associate members offer employee services and recreation managers to generate funds. There's also an example of how an ES&R manager can create his/her owns mobile store.

Consult your Buyer's Guide and Services
Directory published in the December/January
issue of Employee Services Management and
refer to issue-by-issue updates in the Buyer's
Guide Update to discover more opportunities
to sell to your employees. Remember, no store,
no problem, employees still buy.

## The Real "Goop" on Service Agreements and Equipment Repair

ou've done it! Your company has a health/ fitness recreation center. Your company has invested wisely in the health and wellbeing of its personnel. Now it's time to invest wisely in the health of your equipment. Why? Read "Gulbronson's Rules of Equipment Reliability" written in the same genre as "Murphy's Law" and the "Peter Principle."

- 1. All equipment breaks.
- **2.** The timing of the breakdown is inversely proportional to the amount of people wanting to use the device.
- **3.** The severity of the breakdown is inversely proportional to the mechanical aptitude of the staff member discovering the problem.

#### Proper Purchases Prevent Problems

It's important to address purchasing equipment as a maintenance issue. If you buy "home equipment" for an "institution" you are asking for problems. Work with your purchasing department by specifying the brands and models. Let them negotiate the best price. It's best to package your purchases. Quality retailers can fill the whole order and adjust profit margins accordingly. Buy from manufacturers or retailers with factoryauthorized service and in-house technical support/repair staff. Sacrifice quantity for quality. It is easier to get more equipment when lines form because of increased use. Quality suppliers will allow a free, no obligation inhouse trial on any piece of exercise equipment. Buying high-end, top quality equipment is the best way to avoid maintenance nightmares.

#### What Are Your Maintenance Options?

Many companies make the mistake of buying high quality fitness equipment with little or no thought on how to service it. Building maintenance costs into your budget is crucial. There are many philosophies with regard to maintaining equipment. The following three are representative samples in our field.

#### Option #1 "If It Ain't Broke, Don't Fix It!"

This is an "old school" philosophy, still practiced by some. It is good in theory, costly in reality. Like running your car without changing the oil, the "pay me now or pay me later" doctrine holds true. Running a treadmill until it breaks means incredibly higher repair costs, progressively declining machine performance and significantly shorter life expectancy. This is compounded by your members' realization that the machine has deteriorated and subconsciously they gravitate to newer or different equipment. Eventually, they will stop visiting your center or raise "Cain" with the staff.

#### Option #2 "Do It Yourself" (D.I.Y.)

This "home improvement" philosophy has potential but must be adequately staffed, well planned, regularly executed and continuously evaluated. It is a never-ending battle that requires a special attitude and aptitude. The D.I.Y.er Aptitude Test on page 26 will help you determine if you or anyone on your staff has the "right stuff" to be a D.I.Y.er.

by Carl Gulbronson, CESRA, and Dwight Polivka

 $\blacksquare$ 

This article

will take the

average

reader 11

minutes to

finish. The

time

investment

may save you

thousands of

dollars.

v

Take the Test
below to see
if you can Do
It Yourself—
maintain
your own
equipment.

Equipment maintenance is not a full-time job, but it must be completed daily. You need the following: A system to discover what is broken (team approach), replacement parts for the most popular machines, specialized tools to install these parts (inside ring pliers) and someone to complete the work. If you computerize the preventative maintenance schedules from each service manual and complete a portion every day, maintenance will be less overwhelming. Talk with the service technicians from each manufacturer. They will guide you on part purchases, service kits and tool purchases. Stocking parts over \$100 is a luxury...ship them overnight when needed.

Have a cordless phone available for diagnosing problems from the exercise area. Know the model number and serial number before calling for help. If you don't know the "lingo" keep the owner's manual and parts' schematic handy. These factory representatives can diagnose a problem,

#### **D.I.Y. Aptitude Test**

- **1.** Are you handy?
- 2. Do you like to get your hands dirty?
- **3.** Do you approach problem solving with a game-like attitude?
- **4.** Do you like the immediate satisfaction of completing a task?
- **5.** Do you have a well equipped toolbox in your facility?
- **6.** Do you have a charge account at the local hardware store?
- **7.** Did you know "goop" is a product that really cleans your greasy hands?

If you answered "No" to one or more of the above questions, you probably should consider a service or maintenance contract. Go to Option #3. Potential D.I.Y.ers focus on Option #2.

recommend action and assist with parts installation. Have your drop cloth spread, tools out and equipment covers off before you call. Attempt to service equipment in the morning. Parts can then be shipped on the same day for next day arrival and reduced downtime. Bad boards, power supplies, and transistors are not bad news if you ask for exchange parts or factory rebuilt trade-out parts, their cost is lower than new and they are available for overnight delivery. Save all defective parts and return them under warranty to the factory for credit or replacement. Know your limitations. Some repairs are beyond the D.I.Y.er. Ask the parts supplier or factory how difficult or how long the repair should take. Then make an informed choice.

Know one good service company in your area. They usually repair your equipment while under factory warranty. Ask them for a business card. The quality service company will be happy to "bail you out" when in need or complete the tricky repairs. A really general rule of thumb for budgeting maintenance staff and parts is \$150 per piece of equipment per year (double that for treadmills). Finally, don't be sexist in your selection of maintenance staff. Kristi, does an excellent job at the LifeCenter.

#### Option #3: "Set Up A Preventative Maintenance Agreement With A Service Specialist"

People are often fearful of paying for something they don't "need," and this sounds very much like such a proposition. However, "an ounce of prevention," can truly be "worth a pound of cure."

On one hand, "a service contract is a gamble. You are betting against your own equipment; that it is going to make it through the year without any major problems," says Joel Dunkel of Profitness, a Connecticut-based fitness, sales and maintenance company. On the other hand, "a service contract is similar to an insurance policy. That is, your banking on proper maintenance and regular service to prevent a major problem. Additionally, if something does break, you have a system in place to rectify the problem, often in 24 hours or less," says Dwight Polivka of Fitness Warehouse.

Maintenance agreements can provide peace of mind and long-term savings, but how do they work? Fine, if you have a quality vendor.

Look for these attributes when selecting your equipment service vendor:

- **1.** Knowledge of Your Operation: Service contracts can vary substantially in cost and coverage. A quality company will tailor a plan to your specific needs. They must know the amount of equipment, type of equipment, daily usage of equipment and current state of repair. This requires a visit from the vendor to consult with you or your staff.
- **2.** Ability to service your equipment: A quality company will create an action plan which details what they will do and when. They will perform any and all of the manufacturer's recommended procedures, stock common parts for your type of equipment and deal with the warranty issues when they arise. Their staff will be "factory-authorized" or trained to service most major brands of equipment. In fact, some manufacturer's warranties are void if the product is serviced by non-authorized technicians.
- 3. Availability to service equipment: Quality service companies are large enough to provide 24-hour response on all service calls. Many guarantee this in writing. Watch out for the one-man start-up service companies. When the business grows, you'll feel the pains of too many clients, not enough staff.

#### Conclusion

In the past five years, fitness equipment quality has improved. The equipment is both repairable and rebuildable. The growth in the resale and used equipment brokers market is a testimonial to the quality. Equipment maintenance and repair is perhaps among the most important roles in your facility. All equipment breaks! Your responsibility is to get it back in operation quickly and keep it running for as long as possible. Choose your service program, your staff, equipment and budget wisely.

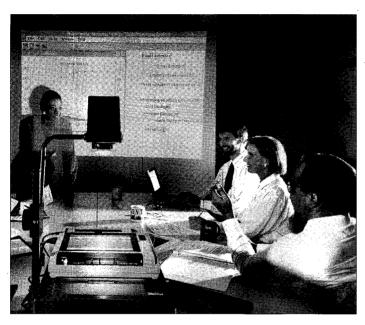
Carl has had dirty hands for 14 years at several Fortune 500 companies, and uses a combination of D.I.Y. and service contracts to keep the Galter LifeCenter, Chicago, Illinois, operational. Call him at (312) 878-9936 with comments or questions.

Dwight has wrestled with equipment maintenance for over 12 years; as a club owner for 10 years prior to his current position as customer service director for the Illinois-based Fitness Warehouse. Call him at (708) 509-9306 with comments or questions.

#### Here are other helpful hints to assist you in reviewing or structuring your service contract:

- *Define frequency of service*—quarterly, if possible, is best. Monthly is a luxury, and semi-annual, will run up the bill for emergency visits.
- Be sure parts andlor labor are covered—
  manufacturers' warranties may vary; however, close
  inspection of your equipment warranty may reveal labor
  coverage for 90 days, one year parts and lifetime on
  frame. After this period, you incur all costs. Warranties
  are also void when equipment is "abused," "misused,"
  "not maintained" or in some cases, used in a common
  setting. Quality service companies do not charge for
  lubricants and generic parts (nut, bolts, screws).
- Tune-up before the contract starts—depending upon your equipment's age and the quality of your maintenance, a service company may insist on servicing all the equipment—before initiating a contract. This is a legitimate charge and the price you pay if you have not effectively maintained your equipment.
- Service without a contract—again quality companies will customize a plan for your organization. They can train your staff, recommend service schedules, supply parts and fix the equipment when you get stuck. This service is based upon a per unit, per visit cost schedule with a minimum charge, usually \$75-\$125. These costs are constant regardless of the frequency of visits. Fitness Warehouse, a fitness specialty retailer, with a complete service department, has a \$200 minimum per visit fee, with charges as follows:
  - Weight Machines (per station) \$10
  - Rowers (non-computerized) \$12.50
  - Stationary bikes, skiers and other non-computerized equipment \$15
  - All computerized steppers, treadmills, bikes, etc. \$20

Use these rates as a basis for comparison.



#### ▼ Keeping Meetings on Track

Solutions and QSoft Solutions Corp. offer personal computer software to help teams have more productive meetings.

MeetingRight Software for Windows is based on total quality management (TQM) team communication, interpersonal communication and meeting processes, which were developed, tested and used in Xerox meetings.

The software supports all activities required to plan and conduct successful meetings including agenda planning, timekeeping and brainstorming. It features a built-in coach that improves the meeting process by providing advice on

successful meeting facilitation techniques.

For more information, contact Xerox Corporation, 80 Linden Oaks Parkway, Rochester, NY 14625, (716) 383-9976.

#### ▼ Ease Policy Research

R Assistant™ is a computer-based research product that makes policy research and analysis easier by equipping human resource professionals with helpful applications. Instead of paging through volumes of material to verify compliance with federal and state laws, HR professionals can use the computer program to conduct targeted, focused research by topic or state.

Topics covered in HR Assistant include: pregnancy leave, smoking in the workplace, military leave, solicitation, polygraph testing, employment-at-will, drug testing, garnishments, meals and breaks, wage payments, deductions from pay, child labor, jury duty leave, time off to vote, worker's compensation. family leave, access to personnel files, worker adjustment and retraining notification act, COBRA and minimum wage and overtime.

For more information, contact CCH Inc., 2700 Lake Cook Rd., Riverwoods, IL 60015-3888, (708) 940-4600, FAX (708) 940-4658.

#### Point and Shoot Camera

pocketable auto focus camera from Kodak features a panoramic mode as well as a flip-up flash that minimizes the chance of annoying red-eye in pictures. The auto focus feature of the camera keeps all parts of the picture in focus. The Cameo auto focus has a wide focal length of 28 mm. This allows for pictures to be taken from as close as 2.5 feet to infinity. The camera's panoramic mode allows picture-takers to flip a switch to take wideangle shots of vistas or large groups of people. For more information, contact Eastman Kodak Co., 343 State St.,

Rochester, NY 14650-0519, (716) 724-1004, FAX (716) 724-9829.

#### Transform Your Professional Relationships

o you want to be a successful leader? The secret lies in doing the little things the other corporate climbers don't. Adopt a head-and-heart approach to leadership. Approval and respect are two of the most valuable but rare commodities in today's workplace. The Positive Power of Praising People, by Jerry D. Twentier, is a handbook for becoming proficient in the art of sincere applause.

Twentier applies his experiences in corporate and private settings to show us how to pursue higher standards of living, leading, learning and loving. Topics include: becoming a pocketchange philanthropist, how to keep them "I would do anything for my boss" kind of happy, the 10-point checklist no manager should be caught without and 101 ways to phrase your praise and techniques for improving your listening skills.

For more information, contact Thomas Nelson Publishers, Nelson Place at Elm Hill Pike, P.O. Box 141000, Nashville, TN, 37214-1000, (615) 889-9000, FAX (615) 391-5225.

## Ticket Service Offers Preferred Seating

western States Ticket Service offers preferred seating for all sporting events, concerts and theaters locally and nationwide. The company specializes in preferred, upfront seatings, sold-out events and hard to obtain tickets.

In addition to all local events, the service can provide seating for the following major events: Superbowl, World Series, Kentucky Derby, Broadway Theater, Summer and Winter Olympics, Indy 500, NCAA Final Four, Masters Golf, Wimbledon Tennis and World Cup Soccer.

For more information, contact Western States Ticket Service, 540 W. McDowell Rd., Phoenix, AZ 85003, (602) 254-3300, FAX (602) 254-3387.

#### V Video Teaches Success

H umor is an essential survival skill that results from an open attitude. C.W. Metcalf's "Lighten Up," is a two-part video designed to help employees look at adversity in a new light. It gives them the tools to develop a sense of joy.

The video discusses training points: stay light physically and mentally, avoid terminal professionalism and realize business is not a battlefield.

In this video, National Humorist C.W. Metcalf shares humor tips for surviving in the 90s. Part I is 19 minutes and Part II is 18 minutes.

For more information, contact American Media Inc., 4900 University Ave., West Des Moines, IA 50266-6769, (800) 262-2557, FAX (515) 224-0256.

### Pain-Reducing Devices

ho-Pat manufactures preventative and pain-reducing sports medical devices. For example, the counter force knee wrap is designed to provide support to the knee for those individuals who, by nature of their activity, have difficulty finding a device that will provide kneecap stabilization while allowing full mobility of the knee.

The basic material is a fabric-covered neoprene that is stretched around the knee and fastened at the back with velcro closures. The device provides a dynamic action (counter force) while it is being worn. In addition, two static straps and loops are sewn above and below the kneecap opening of the wrap enabling the wearer to adjust the pressure required to stabilize the tendons at those junctions, thus preventing, reducing or eliminating symptoms of patellar tendonitis.

For more information, contact Cho-Pat, Inc., P.O. Box 293, Hainesport, NJ 08036, (609) 261-1336, (800) 221-1601, FAX (609) 261-7593.

### The Magic of the Movies

The magic of the movies comes alive at Paramount's Great America with its "Days of Thunder" motion simulation attraction, which opened in March 1994.

Themed to Paramount Pictures' 1990 movie "Days of Thunder," the attraction allows park guests to experience the heartpounding drama of stock car racing through the medium of a high technology motion simulator.

The simulator combines moving seats, a giant-screen image, digital audio technology and special effects. Guests in the attraction's two 74-seat theaters experience the carto-car combat of short track competition as seen from behind the wheel.

For more information, contact Great America, P.O. Box 1776, Santa Clara, CA 95052, (408) 988-1776, FAX (408) 988-2080.



### **B**uyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1993-94 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates will be listed monthly.

#### ▼ ChemArt Company

11 New England Way Lincoln, R.I. 02865 (800) 521-5001 (401) 333-9200 (401) 333-1634 FAX Contact: Peter Gacicia, III

The manufacture, marketing and order fulfillment of original, custom-made brass collectibles, is available through ChemArt Company in a variety of finishes including 24kt. gold and many silk-screened colors. Any object or image of life—a building, landmark, insignia or logo can be designed as a custom collectible.

#### InterTrav Corporation

2560 Foxfield Dr. Suite #280 St. Charles, IL 60174 (708) 377-5840 (708) 584-1029 FAX Contact: Paul House

InterTrav Corporation, an international tour operator, offers package tours to destinations worldwide at prices 25-30 percent below

retail. No minimum number is required and departures are nationwide.

#### Kona Kai Plaza Las Glorias Resort & Marina

1551 Shelter Island Dr. San Diego, CA 92106 (619) 222-0422 (619) 222-9738 FAX Contact: Jay Patterson

Located at the tip of beautiful Shelter Island. this waterfront resort with 207 luxurious guest rooms features breathtaking views of the San Diego Bay or Marina. A close proximity to downtown San Diego, Sea World, San Diego Zoo, shopping malls and golf courses and three miles from San Diego airport, with complimentary airport/Amtrak shuttle available. NESRA members receive a \$65 discounted rate.

#### v Philadelphia Marriott

1101 Market St. Suite 2820 Philadelphia, PA 19107 (215) 972-6700 (215) 972-6704 FAX Contact: Chris Hosmer

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## When Budgets Are Tight, Consider Bartering

by an experienced ES&R manager

A A

Bartering

creates a

positive

benefit for

both parties

involved.

rade, swap, barter: Most of us did it as children. Remember trading baseball cards, 45 rpm records, bottle caps, or Barbie doll clothes?

You may not have been Monte Hall, but bartering is as old as Monte! and actually much, much older.

Bartering is the direct exchange of goods and services without the use of money. The best example of bartering has to be the one involving Peter Minuit. You remember Peter, he's the guy who swapped \$24 worth of cloth, beads and trinkets to the Indians for the deed to Manhattan Island, a.k.a. New York City! If Peter could see his "deal" today, I think he'd agree he made a wise decision.

You might not get as lucky as Peter, however there is room in your employee services environment to "wheel and deal" with some of your vendors. Anyone who produces and publishes a newsletter can barter. Most recently, I found myself 1/2-page short of copy. Since we sell advertising space in our newsletter. I remembered talking to a representative of a local indoor amusement park. The rep. had mentioned that she would be happy to exchange admissions to the rides, food coupons, and other services in exchange for the price I would normally charge for advertising space. The "deal" was consummated over the phone, the newsletter went to press with the park's ad featuring their Birthday Club program and I had "freebies" to use at my discretion for our volunteer recognition program. Although no written agreement or contract was made between she and I, (we've been friends for 10 years) I strongly suggest that any trade or swap be documented and signed by both parties. This will prevent any misunderstandings, present and future.

It's an open market when it comes to bartering. Most local vendors will jump at the chance to exchange goods or services to you for some sort of recognition or future business. One must be cautious to use good judgement when trading. First and foremost both parties must benefit from the trade. Neither should feel "ripped-off" or "gypped."

Larger companies have an advantage due to sheer numbers but smaller companies can benefit too. Again, be creative and tactful. Any business will be looking for opportunities to improve their bottom line.

Barter, once relegated to the economic underground, has become a legitimate way to do business. According to a May, 1993 issue of *Omni*, more than 240,000 businesses conducted \$5.9 billion worth of barter transactions in 1991, reported to the International Reciprocal Trade Association. This is a significant increase over the 90,000 businesses that made \$2.2 billion worth of swaps a decade earlier. The recession seems to have fueled this return to the ancient practice of economic exchange.

## Looking for Material to Justify Your Program?

## NESRA membership entitles you to have these free publications at your fingertips!

#### Members, choose from 4 publications:

- Employee Services and Recreation: Beyond the Company Picnic

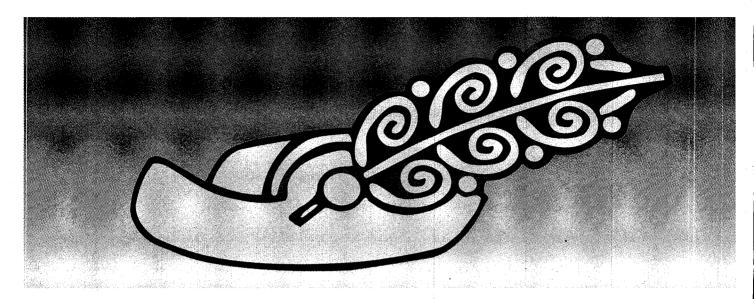
  This 22-page special report by the Bureau of Business Practice is an in-depth look at what innovative companies are doing to improve employee's quality of life. Some chapters address liability, providing the benefit of time and instilling team spirit. The report tells why many provide employee services.
- NESRA's Work and Family Report
   This 12-page booklet discusses why businesses are addressing family issues and it explains how businesses can do so by offering a variety of employee services.
- The Link Between Family Responsive Policies and Job Performance:

  A University of Chicago Study of Fel-Pro Incorporated

  This 10-page report differs from prior research because it looks at Fel-Pro Incorporated's whole constellation of family responsive policies rather than a single benefit and because it explores workers' use and appreciation of programs that meet their needs at various stages in the lifecycle.
- Internship Opportunities Handbook
   Great for students looking for internships or companies wanting to compare their internship programs.
   Provides a list of companies offering internships, their length and skills requirements and identifies whether or not payment is given and amount of payment.

end me the following docu	nents:	
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their own level of performance. This unique program ties together both nutrition and activity on an individualized basis. Employees fill out a

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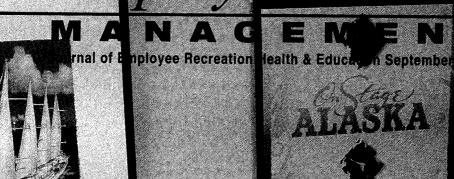
Dave Baker, 1993 NESRA President

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ADVENTURE ISLAND • WATER COUNTRY USA • SESAME PLACE

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3

## **NEWS**

#### IN BRIEF

## Smaller Employers and The ADA

he Americans With Disabilities Act (ADA) now applies to employers with as few as 15 employees, reports Employment Law Briefing. To avoid disability discrimination claims, companies should make sure they are doing everything possible to comply with the ADA.

According to the Equal **Employment Opportunity** Commission (EEOC), charges filed under the ADA are on the rise. Nearly 50 percent of the ADA charges allege wrongful discharge of disabled workers. Of the remaining charges, approximately 23 percent are related to an employer's failure to reasonably accommodate a disabled employee, 13 percent involve a refusal to hire a disabled person and 20 percent allege harassment.

#### V OSHA Proposes Air Quality Rule

I n an effort to secure a safe and healthful work environment for America's workforce, the

Occupational Safety and Health Administration (OSHA) is moving to regulate indoor air quality and environmental tobacco smoke.

The environmental tobacco smoke provisions in the proposal apply to more than 6 million workplaces under OSHA jurisdiction, while the indoor air provisions apply to more than 4.5 million nonindustrial worksites.

Nonindustrial workplaces include offices, schools and training centers, commercial establishments, health care facilities, cafeterias and factory break rooms.

The proposal would require affected employers to write and implement indoor air quality compliance plans including inspection and maintenance of current building systems to ensure they are functioning as designed.

In buildings where smoking is not prohibited by employers or local requirements, the proposal would require designated smoking areas that are separate, enclosed rooms exhausted directly to the outside. Other proposed provisions would require employers to maintain healthy air quality during renovation, remodeling and similar activities.

## Vending Machines For Phones

T ravelers may soon be able to rent a cellular phone from a vending machine, says *The Futurist*. The vending machine dispensers would take credit cards and would work like automated teller machines.

## Adoption Benefits Grow

A n estimated 2,000 of the nation's 50,000 domestic adoptions in 1992 were assisted by corporations that offer their employees help in paying for adoption-related expenses, according to "The State of Corporate Adoption Benefits," a report issued by Wendy's International, Inc.

The estimate is based on research showing that approximately 18 percent of major U.S. employers provide some form of adoption assistance.

Wendy's has identified more than 200 major U.S. corporations that help employees defray adoption costs.

The report examines the history and current status of programs that support

adoptions by employees. Wendy's offers an extensive adoption benefits program that has been used as a model by other corporations.

A copy of the report is available at no charge by writing to the Dave Thomas Foundation for Adoption, P.O. Box 7164, Dublin, OH 43017.

#### Foods to Help Fight Ills

E ating fruits and vegetables for breakfast, lunch and dinner may improve the chances of survival of a woman diagnosed with heart disease, says USA Today.

Research indicates five servings a day lowered future stroke risk by 71 percent and future heart attack risk by 33 percent. Vitamin E helped reduce heart attacks, while beta carotene did the most to lower stroke risks.

Antioxidant-rich foods are:

- Vitamin E. Vegetable oils like corn and safflower, wheat germ, nuts, including fresh almonds, leafy greens.
- Beta carotene. Carrots, sweet potatoes, pumpkin, apricots, cantaloupe, leafy green vegetables such as spinach, broccoli and romaine lettuce.

■ Vitamin C. Citrus, including oranges, lemons and grapefruit and strawberries. Tomatoes, peppers, broccoli and potatoes.

Quitting smoking reduces heart attack and stroke risk by about 65 percent and aspirin reduces second heart attacks by 25 percent.

#### Fax From Your Room

ore hotel rooms are featuring equipment like an office, reports U.S. News & World Report. Some hotels offer business travelers rooms with a fax machine and an extra phone jack for plugging in a modem-equipped computer, along with 24-hour access to a business center with photocopiers.

Other hotels feature even more in office equipment. Business travelers can book a suite equipped with a fax machine and a 386 personal computer, complete with software, modem and printer.

#### ▼ Do What You Like

ost Americans normally end up doing the things that are easiest to do and not necessarily the things they claim to enjoy the most, says American Demographics. This results in a wide gap between the number of people who say they enjoy an activity and the much smaller number who actually do the activity regularly.

Leisure activities are divided into three categories: No-brainers, brainers and puzzlers. No-brainer activities are habitual, easy-to-do, require a low level of decision-making, have few entry barriers and tend to entertain. Watching television is a no-brain activity.

Brainer activities are less habitual, may involve other people, are more complex because they require some interaction with a person or thing, and have moderate logistical barriers. Hobbies, movies and socializing at home are brainer activities.

Puzzlers tend to break away from habits entirely and include the most difficult activities. The barriers to entry are higher, and the decision-making process is more complex. Most sports activities, parties, going to the theater, or taking a weekend in the country are examples of puzzlers.

The problem with predicting participation in puzzler and brainer activities is the difference between expectation and reality.

## V Losing Weight After Pregnancy

any pregnant women worry that they won't be able to lose their added weight after pregnancy, according to the *University of California at Berkeley Wellness Letter*. But those who do put on the extra pounds that doctors now recommend do not retain much of it a year after giving birth.

In 1990, the National Academy of Sciences, revised its pregnancy weight-gaining guidelines. Experts recommend a weight gain of 25 to 35 pounds for women of normal pre-pregnancy weight. Underweight women are told to gain more weight, 28 to 40 pounds and overweight women less 15 to 25 pounds.

A study found that 57 percent of normal-weight mothers who had gained 25 to 35 pounds retained less than four of these pounds 10 to 18 months later; about half of this group actually weighed less than they did before their pregnancy. About 22 percent of mothers retained 4 to 8 pounds, and another 20 percent more than 8 pounds. Women who gained more weight than recommended tended to keep more pounds on.

## Worker Shortage is Evident

A fter years of being the last rehired, out-of-work, managers aged 50 and over are emerging as a preferred group of employees. They are in demand by employers seeking experienced talent in a shrinking labor pool in that age bracket, according to Challenger, Gray & Christmas, Inc., an international outplacement consulting firm.

Workers age 50-59 currently comprise the second smallest group of the nation's adult workforce at 13.8 percent. This age group is expected to decline to 13.4

percent of the adult workforce in 1994 and continue to be in short supply until the first baby boomers become 50 in 1996, according to the Bureau of Labor Statistics.

One of the main reasons employers prefer older workers is that they can provide an important boost in cost control, one of today's main concerns.

The benefit of the over-50 worker is that his/her experience, acquired over the years on several different jobs, makes the individual multi-dimensional. This enables the individual to do several different jobs, depending on the company's needs, for the salary of one position.

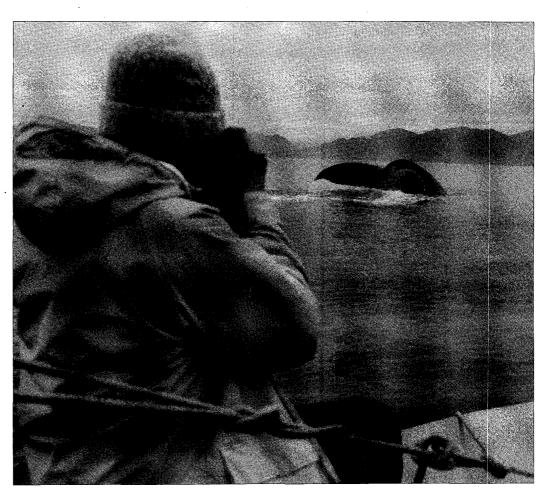
#### Meeting Chairs Causing Pains

rent and sell meeting chairs, ease of storage is their top concern, with appearance coming in second, and comfort third, reports Crain's Chicago Business.

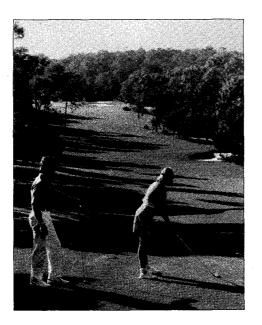
Statutes in CA and some other states now require employers to provide spinefriendly, eight-hour chairs to office workers.

In the meantime, meeting planners should: Eliminate areas with poor sight lines and those that would require participants to crane to see displays. Plan for wide aisles, and keep seating at least five feet away from audiovisual equipment, walls, podiums and doorways.

# Plan Great Escapes



Employees can study and observe humpback whales on a weekend whale watch.



### You can offer affordable, hassle-free weekend getaways that provide

- 1. Travel—a true getaway
- 2. Adventure—something different that can't be done by staying home
- 3. Education—something new that can be experienced or learned
- 4. Camaraderie—chance to share at a personal level with fellow employees or to meet new friends
- 5. Excitement/Fun
- 6. Exercise—via a sport, even if just walking while sightseeing
- 7. Hassle-free arrangements—one phone call or visit to the recreation office is all that is necessary to sign up
- 8. Recreation—accomplished by all of the above

ow does one fit all of this into a two-or three-day program? Be the following suggestions may help you get started.

#### **Getaway Suggestions**

Whatever your plan, keep in mind creative! Use your imagination! One of that it should not take more than four to six hours to get there. This allows for a 5 p.m. departure on Friday plus

#### Getaway

Autumn Colors: Use of local resorts or special New England or Rocky Mountain tours

Bicycle Trip

Camping

Canoe Trip

Fall Harvest: Help a local farmer for the weekend: take home some of the fruits/vegetables for your

Fishing/Hunting (using resort hotels or special fishing or hunting lodge)

Gambling Junkets: Las Vegas, Reno, Lake Tahoe, Atlantic City and River Boats

Golf Tournament

Hiking

Local Music or Art Festivals

Local Resorts: For pool. shopping and relaxation

Opera or Other Cultural Events (in nearby city if not available at home)

Out-of-State Football Games

Professional Sporting Events

River Rafting

Shopping Trips

Ski Trips—(See page 27)

Special Historical Sites: Williamsburg, Washington, D.C., State capitols, The Alamo

Tennis Tournament

Theme Parks

a full day of activities on Sunday with an arrival home between 9 and 11 p.m.

Chart A on page 7 provides a list of getaway suggestions.

Keep in mind, in many cases the employee's spouse or significant other does not like to ski, play golf, tennis, hike, etc. In choosing a location/resort, you will need to consider those who will not be participating in the major events. There needs to be a variety of secondary activities to cater to all types of personalities.

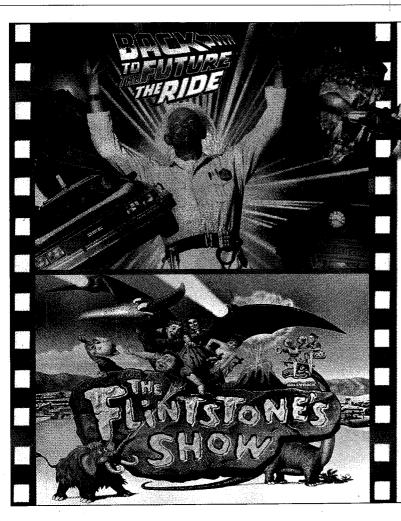
#### How To Make Arrangements

There are two ways to go about making the necessary arrangements: Do it yourself or employ the services of a tour company. Let's start with what is involved in planning a getaway yourself.

- HotellLodging Arrangements: Once you have decided upon the type of getaway, the next, and one of the most important steps is to locate a place to stay. Careful research is necessary to make sure the hotel/resort caters to all your needs. Major items to be considered are:
- **1.** Clean and cheerful hotel rooms or condominiums
- **2.** Appropriate number of beds per room for your group
- **3.** Amenities that cater to your major and secondary activities
- 4. Adequate fire escape routes
- **5.** Phone charges for local and long distance calls
- **6.** Bellman gratuities (Are they mandatory?)
- **7.** Considerate (easy to work with) management
- 8. Deposit and cancellation policies
- **9.** Cost for lodging and food

You will want to get at least three proposals from lodging facilities. Request that all of the above questions are addressed in the proposal.

- Transportation Arrangements:
  Airline and/or charter bus reservations will need to be arranged. A charter bus provides your employees hours of relaxed interaction. Make sure you negotiate the best deal and are aware of the special rules and regulations that apply to your type of fare. If you are dealing with a small group, carpooling works well.
- Activities: Planning the event(s) that make this weekend a reason for getting away needs your special attention. Take care in arranging the sporting events and purchasing of activity tickets, entrance fees, etc. Ask for help from the local Chamber of Commerce plus your contact at the hotel.



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## Offer Payroll Deduction To Your Group Travelers

ev Weiss, manager, compensation and benefits at Botsford, had already established an installment plan for employees paying for trips, even trips of 1-or 2-day duration, but the paperwork and follow-up to collect the balance owed by an employee became a nightmare and Bev was ready to look at streamlining the process. The timing was right.

The hospital's Gift Shop, operated by the Guild, had recently announced a payroll deduction program for employees' gift shop purchases, and the concept had been accepted and implemented by the Finance Department and the Guild had marketed it to employees. The employee response had been overwhelmingly positive. (It is very important for Finance to be supportive of the concept as most automated programs linking payroll with financial services require opening new account numbers to accommodate payroll deductions.)

#### The Advantages

It is important to carefully spell out both the pros and cons of setting up a payroll deduction program when submitting your proposal to Finance for support. If you don't point out that there will be a little more work initially for the finance folks, they will most certainly point it

out to you. However, at Botsford, the Employee Activity Program is a part of the Human Resources Department. The computer data entry for the Human Resources Information System is all done by Human Resources staff. Entering payroll deductions and auditing deduction reports is also a function of the Human Resources Department, thus implementing the day-today process of payroll deductions for employee travel did not create more work for any other department. So first, it was logical for human resources to implement the program.

In addition to the convenience this service affords the employee, you eliminate the follow-up necessary in collecting regular payments from the employees, you eliminate the possibility of employees paying with a check that ultimately doesn't clear at the bank, and, probably of greater interest to financial people is that, the organization has the use of the funds until such time as final payment is due on the trip. (At Botsford, an employee can pay for a trip over many months, thus a fairly large amount of money is held in "escrow" and can be earning interest.)

#### Implementation

Once the payroll deduction program was approved for Botsford's

employees, forms were designed for the employee to complete that authorized the deduction. Careful attention should be paid to include wording that makes the employee responsible for having the trip paid infull by the time the final payment is due (normally 30-60 days prior to departure).

Employee travel at Botsford includes one-, twoand three-day trips as well as international trips of a week or more. The trips of less than one week are usually arranged by Botsford and the hospital receives one invoice for the entire package. Employee payments are all handled in Human Resources, whereas trips of one week or more are handled as a group but trip confirmations. insurance and invoices are handled directly from the travel agency to the employee's home.

When a travel agency is involved, the employees are instructed to send in their deposits and reservations directly to the travel agency, then, if they choose to sign up for payroll deduction they can do so in Human Resources. The employee activity assistant will calculate their balance due on the trip, figure out how many checks remain before final payment is due, set up the appropriate deduction, and the employee is instructed to bring in their final payment notice from

the travel agency when they receive it. When final payment is due, the payroll deductions are audited, and one check to cover all of those on payroll deduction for that particular trip is issued and sent to the travel agency, along with the individual invoices. Weiss reports that the travel agents find the process very efficient for them as well as for the employees.

When an employee has signed up for payroll deduction for a major trip, i.e. Paris or Las Vegas, a running deduction status is maintained, and it is always an added plus when that employee stops in Human Resources and is greeted with a comment such as, "Aren't you glad your Paris trip is almost paid for—you have only two more deductions and then you can pack your bags.' Employees have often commented that it is easier to pay for a trip with money that they haven't yet received in their paycheck than it is to try to save the money to pay off the balance in one big chunk.

Beverly Weiss, CESRA, is manager, Compensation and Benefits at Botsford General Hospital in Farmington Hills, Michigan. Weiss also serves on NESRA's Board of Directors as Vice President, Research.

- Meals: If you are going to include any meals make sure you check out the quality of service and food. When figuring the cost, you will need to add on the local sales tax and gratuity. Fifteen percent is no longer a standard amount. Ask! Special diets such as vegetarian, low fat, etc. need to be considered.
- Contracts: You will need to check with your company's legal department to learn the rules and regulations regarding contracts. You will probably have to make special arrangements and this may take time. Be prepared with this information before contacting the hotels, transportation companies, etc. The contracts you sign should clearly spell out all deposit and cancellation policies and exactly what happens in the event you are unable to provide the projected number of people for the

getaway. Plus, check what recourse you have if the hotel, transportation company, activity or tour company does not fulfill their obligations.

#### **Hiring a Tour Company**

Many communities are blessed with good, reliable tour companies that a recreation coordinator can call. The tour companies usually have a variety of packages available depending on the location, time of year and money your employees can spend. A good tour company should save you time and money.

Due to the volume of business tour operators conduct with a resort or activity, they should be able to provide you with a better price than calling direct. If not, you may want to make the arrangements yourself. A good tour company should have expertise and experience in negotiating

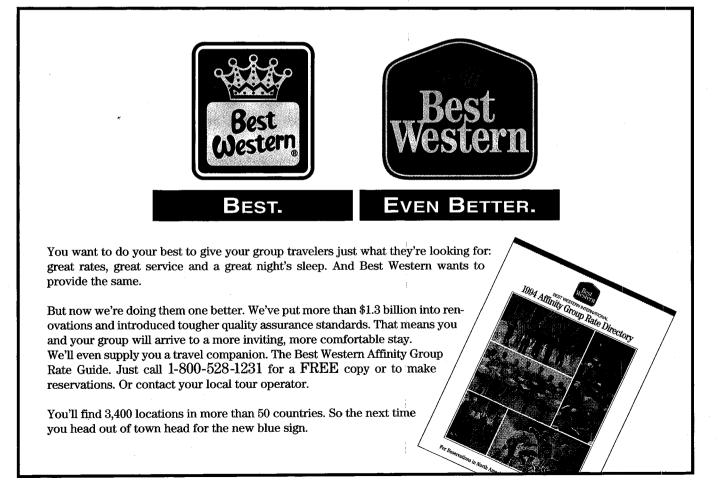
contracts with hotels, bus companies, etc. If you are not comfortable with this side of the business world, a tour operator that you trust can be your best resource.

When hiring a tour company you need to be aware of the following:

The tour company should provide a proposal that will answer all your questions about the lodging facilities and give you necessary cost comparisons.

Because tour companies work on volume, they may not offer you every hotel on your list but due to their reputation with the hotels they do work with, you should expect excellent service and cooperation from the hotel.

Remember, if the hotel makes a mistake with your small group, they stand to lose all of the tour



company's business, not just the money from your group of 20+ people.

- 2. The tour company should negotiate on your behalf the best deal for transportation, activities, entrance fees, etc.
- 3. If meals are included, the tour company should be willing and able to take care of these details too. They should only need to ask you your budget and preference of meal selections such as prime rib versus chicken.
- 4. All contracts should be signed by the tour company. They should provide one easy-to-understand contract between your company and the tour company.
- **5.** Make sure the tour company carries adequate insurance and carries an "errors and omissions" policy. This will cover you in the event they make a mistake or omit any portion of the contract.

Never fear that you won't have anything to do if you hire a tour company. The most important things still need to be done in order to ensure a successful getaway that provides recreation.

#### **Promotion**

The most important aspect of a successful trip is promotion, the actual marketing and sale of the getaway to your employees. Whether you make your own arrangements or purchase a package from a tour company, now you must sell it to your employees. Please note: A good tour company may be of help by doing a presentation about the trip, providing you with posters, brochures, etc., but they cannot sell it for you. Your major responsibility is getting the trip sold.

Suggestions for marketing and selling:

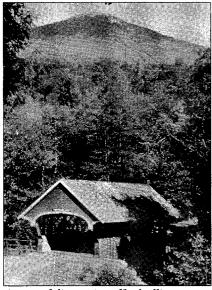
- Flyers/handouts at recreation office
- Posters or flyers on bulletin boards.

#### **Travel Tips for Families**

#### Tricks You Can Pass Along to Your Employees

submitted by J.J. Wilkerson of The Seattle Times who has been a single head of household for 14 years and has 2 children

- Decide on a few places you'd like to go
- Determine which one would be the most econominal
- Accept the fact that even though you feel like you'll never be able to take a vacation, just take one. Things do really work out.
- Develop a rapport with a few travel agencies and with your employee services manager
- Do some of your own research—occasionally you can come out cheaper than a travel agent
- Ask your employee services and recreation managers for as many discount coupons and purchase discount coupon books with travel discounts. (For example, Entertainment Books and Gold-C Books)
- If you have children, let them participate in the planning
- Tell your children (mine are 14 and 16 years old) they need to save their own spending money if they expect the vacation to become a reality. They need to know their role is important also. You'd be surprised at the enthusiasm this generates.
- I reserve my income tax returns for the tansportation portion of my trips.
- From January to vacation time, a reasonable amount of dollars are set aside to go towards spending money
- I inform my girls that there's going to be some cutbacks for about six months (i.e., less eating out, fewer movies and movie rentals, etc.)
- Stay in touch with family and friends in different states, you never know when you may decide to visit that city
- Remember you can go on mini-vacations too.
- Look into traveling by train, it's often less expensive because children ride for half price and you can stop at three places for the price of one.



Autumn foliage trips offer brilliant scenes.

near coffee and in bathrooms

- Announcements in employee newsletter
- Electronic mail announcements and reminders
- Special presentations during lunch hour (show videos, hand-out brochures).

- Information on getaways in paychecks
- Flyers in employee mail slots

#### Details, Details, Details!!

Once the promotion duties are done the following still require careful attention:

- Sign people up—provide them with a payment schedule and receipts with clear deposit and cancellation policies. Consider offering payroll deduction as described on page 9.
- Get people to pay on time.
- Prepare a rooming list—that means determining who shares a hotel room or condominium with whom.
- Get money to tour company or hotels, transportation companies and activities on time so as not to forfeit any deposit money.
- Have participating employees sign liability releases.

- Provide special touches that help to ensure a successful getaway such as food for the bus ride, box lunch or dinner and/or beer, wine or soft drinks. If it is a morning bus ride, try coffee and doughnuts.
- Maswer a million questions like: What should I pack? What phone number do I leave for the baby-sitter? What's the weather like? If the tour company is good, they will provide a fact sheet that you can photocopy and give to everyone. Whether you prepare the fact sheet or the tour company provides it, make sure it is easy to read. Then still be ready to answer the same questions.

#### **Social Event**

There should be at least one social event during the weekend that provides everyone a chance to be together and socialize. You may want to consider the bus ride as this special time. If carpooling or flying, a Saturday get-together after the day's activities is recommended.

Pool or hot tub parties are fun (make sure to check with the hotel about their rules concerning food and beverage near the pool). A pre-dinner hospitality suite or casual gathering in the lounge might be your choice. Whatever you decide, it should be casual and inexpensive so that everyone is comfortable attending.

#### Conclusion

Weekend getaways (mini-vacations) are a vital part of today's corporate world. As with all recreation programs, getaways need to provide people with the opportunity to recreate body, mind and spirit. The "to do" list needed to set-up successful getaways may be overwhelming at first, but it becomes simplified once systems are developed.

The keys to success are good planning and enough lead time to properly market and sell the getaway to your employees. If your plans include the eight elements that allow for recreation, don't be surprised if your employees request that you make the trip an annual event.



#### Safety Tips When Renting A Car

It is an unfortunate fact that motorists have become the target of a variety of criminal acts, such as "carjacking" and "smash-and-grab" theft. As with other types of crime, there are actions you can take to reduce the chances of becoming a victim. For your safety, we suggest that you take these precautions.

#### **While Driving Your Car**

The following ploys may be used to get you to stop your car:

- —Bumping your vehicle from behind
- -Breaking suddenly to cause you to bump the car in front
- —Motioning or asking you to stop and lend assistance.
- —Flashing headlights at your car.
- -Shouting, honking or pointing at your car as if something is wrong with your vehicle.

If you encounter any of these ploys, DO NOT STOP OR PULL OVER. Instead, you should drive to the nearest populated, well-lit public area and call 911 for police assistance.

Ask for directions before you leave the rental counter. If you become lost, do not pull over to the side of the road to study a map. Instead, drive to a populated, well-lit area to do so.

Never pick up hitchhikers!

Keep doors locked and windows up when driving.

Make sure your valuable items are out of sight before leaving the rental facility. Lock them in the trunk or glove compartment.

Avoid shortcuts. Stick to main streets and well-lit thoroughfares.

Make sure you have enough gasoline to reach your destination.

#### **While Your Car is Parked**

Always park in well-lit areas. Be aware of lot lighting when parking in daylight if you expect to return to your car after dark.

Have your keys in hand and ready when approaching your vehicle. Check in, around and under your vehicle before unlocking the doors.

Always be aware of your surroundings and conscious of those around you.

#### **Automatic Teller Machines**

Whenever possible, avoid using an ATM at night. If you do use one after dark, choose one that is in a well-lit area.

Do not leave your car running while completing your transaction. Take your keys with you and lock the door.

Count money only after you are inside your locked car.

The employees of PLS Fleet d.b.a. Practical Rent-A-Car, Roseville, MN., Tom Short, Mary Short, Lisa Butterfield and Bob Lenzen provided these tips.

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#### SAMPLE HOTEL DISCOUNT RATES

CITY	Economy	First Class	Deluxe	Daily Savings
NEW YORK	FROM \$59	FROM \$69	FROM \$119	\$35 TO \$180
BOSTON	FROM \$45	FROM \$79	FROM \$109	\$35 TO \$106
CHICAGO	FROM \$65	FROM \$69	FROM \$99	\$25 TO \$120
SAN FRANCISCO	FROM \$59	FROM \$69	FROM \$119	\$15 TO \$130
LONDON	FROM \$99	FROM \$100	FROM \$130	\$40 TO \$200

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# Essential Elements of an ES&R Office

By Summer McKee

oday employee services and recreation managers strive to have an office that is conveniently located, staffed with customer-minded people and well equipped. In the future, it's going to be vital to have quality-minded staff who are skilled in various technology and to have the latest technology equipment. Location will be less of a priority because technology will make it easy for employees to access information and services from their desk.

NESRA randomly questioned members about their employee services and recreation office. This article is based on their responses.

#### Location

Now, just as in real estate, location is vital for any employee services office. The office should be located in a high traffic area. Many managers say ideally, the office should be close to the employee store, the fitness center and the cafeteria. There is a definite advantage to having the ES&R office near these places because each place attracts employees for its individual purpose and having them close would encourage employees to visit all three places regularly. Also, keep in mind there's potential for the ES&R office to attract employees to the employee store. Increased traffic means increased sales. The store often has a financial impact on the employee services office. Clustering these places together also reduces the travel time from one to another for employees who are making rounds during lunch time and breaks!

However, the layout of your company's buildings will affect your ability to cluster these places in the same building employees work. If the company resides in one building, this is easier. Companies that are spread out in a series of buildings or a campus setting, must have a different perspective.

For example at Eastman Kodak in



Rochester, NY there are three main locations in Rochester within a 30-mile radius. While the employee services office is located in one building, 10 employee stores throughout these locations serve as vehicles for the ES&R office to disperse information about programs and events and discount tickets to all employees.

At Lockheed Recreation Association in Ft. Worth, TX, with 31,000 employees, the Recreation Association office is located 6 miles from the employees at the plant, as part of an 80-acre facility with a club house. This office is near the accounting office, reservations office and the gift shop. In addition to these offices, the recreation facility houses five meeting rooms, a banquet hall, a ballroom, a sports/ fitness center with two large gyms, three fullsize basketball courts, seven racquetball courts and many other facilities including a model railroad room, a karate room, a judo room, a billiards room, a 5,000 square-foot aerobics area, 20 reserved picnic areas, 3 soccer fields, miniature golf, swimming pool and much more. At Lockheed, although the office is away from employees' work, it is in the right place to serve all those who use the center and who meet there for a variety of hobby clubs.

When an office is not where the employees spend most of their day, it's key to have an effective strategy to communicate with employees. Lockheed uses two newsletters to keep employees up-to-date on new happenings. There's a company newsletter and there's a newsletter put out by the recreation office.

#### Staff

Wherever the office is located, it must contain knowledgeable staff who are focused on the customer. Bud Fishback, CESRA, of The Boeing Company in Everett, WA says, "More important than what the office physically contains is the customer focus of our staff."

At Boeing, a company spread out over a large area, the recreation office is located one-

"Δn

employee

entering my

office is like

**Dorothy** 

opening the

door to

Munchkin-

land. . . ."

and-a-half miles from the main factory in Everett. The Everett Activity Center is a 71,000 square foot facility consisting of a gymnasium, a fitness center and meeting rooms for various recreation clubs. At Boeing there are four staff members, two administrative and two clerical positions.

NESRA's mini-survey reveals that from 4-6 people work in an employee services and recreation office.

For many ES&R managers, the quality of staff has a substantial affect on daily operations and on the office's success. When asked to list components of his ideal employee services and recreation office, Jim Kreutzjans of Cummins Employee Recreation lists "Polite Staff, productive staff and quality service."

Many of those interviewed said a knowledgeable and welcoming staff continues to attract employees to the office. The staff is what keeps employees coming back. The staff should be constantly dedicated to the

employees and their needs. A qualified staff is one with experience planning employee programs and events, one skilled in the latest technology and effective marketing techniques. The staff should contain people with degrees in recreation and programming or in related fields.

To complement the friendly smiles of the staff, many ES&R managers have decorated their offices with bright colors, pictures, memorabilia and display racks to create a fun atmosphere where employees feel warm and welcome. An employee services and recreation office has the potential to provide employees with many positive experiences.

Gloria Wilcox, CESRA, employee services manager for North Memorial Medical Center in Robbinsdale, MN says, "An employee entering my office is like Dorothy opening the door to Munchkinland. Everything outside is black, white and gray. Then when s/he opens my office door, the office is colorful and full of life. It's wall-to-wall posters and various

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Bring the kids along. They always stay free in your room. And, at many hotels you'll enjoy a free continental breakfast as well! Call **1-800-4-CHOICE** today and book a room at a very attractive rate near all the attractions!





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memorabilia from company picnics and special events."

Posters, large calendars, colorful bulletin boards, NESRA award plaques and discount racks are some of the items ES&R managers use to identify their offices as the employee services and recreation office.

#### Communication

While posters, calendars and other pieces are used within the office to convey information about programs, all participants have strong strategies for communicating to employees program offerings. A key to success for any employee services office is communication. Communication with suppliers and the media and most of all, communication to all employees is vital.

All participants produce a newsletter to promote the office's offerings. Many write, design and produce the newsletter within the office. Some write the newsletter and hire someone to produce it.

Producing a newsletter is an essential responsibility of the employee services office. Many participants say they spend much of their time producing fliers and posters to promote events. Many say they depend heavily on the phone, the fax machine and electronic mail to relay information. These tools are a must for today's employee services and recreation managers.

One manager's company has T.V. screens located throughout the company that carry inhouse information. Everyday the monitors show stock information on how the company is doing and then the employee services office can also run announcements of picnics, discount information or other information on the T.V. The information is transformed into a colorful message employees are attracted to.

Many managers have phone lines designated for prerecorded messages about upcoming events. Employees can call the number and listen to find out what they can participate in.

Voice mail today allows employees to leave specific messages and for employee services managers to call back the employee or to fax the employee what s/he needs.

#### **Technology**

ES&R managers are using today's technology to get the latest information to employees fast. They're also using technology to keep their operations running smooth.

Most ES&R offices today are equipped with

computers. Many times personal computers and software packages are used for

- word processing
- creating charts/graphs
- producing newsletters
- creating flyers and brochures
- tracking ticket sales
- budget information
- scheduling leagues
- tracking employee tenure for service awards

#### **Recent Additions**

NESRA's mini-survey shows in the last year, ES&R managers have added the following items to their offices.

- New computers
- Desktop Publishing Systems
- Bigger monitors
- Laser Printers
- Fax Machines
- Light Emitting Message Boards
- Modems
- Video displays for phones that identify callers by name or department

Staff people have also been added at two companies. A Work/Life Coordinator was added at a New York company and an operations coordinator was added at an Indiana company.

#### **Plans for Additions**

As more companies focus on work and family issues, some ES&R managers see themselves getting more involved in these issues. Bud Fishback says, "We want to offer more services that benefit the entire family, especially dependents of employees."

In addition to expanding their services, many plan to make changes in the next 3 years with technology. Many plan to purchase new computer systems, one plans to add an 800 number for employees to access information. One member said he plans to add more employees as services increase.

#### **Future Offices**

What will the offices of the future contain? Here's some predications from our participants:

- "A Ticket vending machine for employees with 24-hour shifts."—Gloria Wilcox, CESRA, employee services, North Memorial Medical Center
- Computer related upgrades, with greater ability to serve customers electronically, video conference capabilities, etc."—Bud Fishback,

# The ES&R Office May Change in the Future As Offices Change in General

According to management consultants, the following changes will take place

- **■** There will be more telecommuters
- Staff will be required to operate more software packages and will be able to accomplish more work by using more technology—one person will be able to accomplish more
- As technology improves, employees will be able to focus more on the customer rather than the paperwork
- Offices will operate with multi-purpose computers. Employees will be able to fax directly what appears on their screen without first printing it out. Through their computers, employees will be able to fax directly and be able to command the copy machine to produce several copies of a document in the computer.
- Pens will be available with microchips in them to be used as verbal memo pads. You will say a reminder to yourself like, "Don't forget to call John about the blood drive," and the chip will record the message. You'll be able to replay the message and then record over it. Since it's a chip, you won't have to fuss with the rewinding and erasing associated with tapes.
- Telephones, fax machines and answering machines will all be one machine.

CESRA, recreation administrator, The Boeing Company.

- "I see it as a more computerized function. An ES&R professional can access a terminal and learn more about programs that are out there for use. It will never lose the human aspect of things, but the higher technology will be available."—Connie Dougherty, CESRA, human resources, SmithKline Beecham.
- "It will be possible for employees to order merchandise and discount tickets through Email."—Charlie Snead, Wackenhut Recreation

In terms of services, ES&R managers see more programs for families. They also see child care becoming even more of an integral part of employee services. Charlie Snead of Wackenhut Recreation sees the ES&R office of the future expanding to satellite offices to share resources with smaller companies." He also sees it "generating income by providing child care services while employees participate in activities." Snead adds that the ES&R office could offer more recommendations of businesses—that the ES&R office may become a resource like the Better Business Bureau for employees

Gloria Wilcox, CESRA hopes a computer network will be available linking the company to its local chapter and national NESRA discounts. She sees employees typing in a category of a product they seek and accessing lists of discounts.

#### Conclusion

In conclusion, the ES&R office has come a long way and hopefully will continue to only get better. As Bud Fishback, CESRA stated, "I think the sky is the limit for the future of the progressive companies who are concerned about the morale of their employees." Issues which were never thought about in the past are now becoming a reality such as child and elder care. With as many creative minds and ideas that we are surrounded by everyday, then yes, the sky is the limit. Take advantage of what is out there to make your office of today and tomorrow a more enjoyable place for all.



Summer McKee served her internship at NESRA Headquarters. She received her degree in hospitality management from Western Carolina University and is residing in Dallas, Texas.

# Employees Design T-Shirts To Show Their ndividual Contributions



Lon Smith and members of the Employee Benefits Division of ITT Hartford Life show off their personally designed T-shirts.

his year, NESRA Employer of the Year Lon Smith, President and Chief Operating Officer of ITT Hartford Life Insurance Companies felt ITT Hartford should celebrate individual contributions within the corporation. Although for the past three years, the annual employee project, culminating with a picnic, had been focusing on "teamwork," he envisioned Vision '94 as a time to focus on the most critical element of any team—the individual member. In Lon Smith's letter to ITT Hartford employees, he said, "Your individual contributions-hard work and focused efforts—help set ITT Hartford Life apart from the crowd. In a large

company like this, some people may occasionally forget what a difference one person can make." To emphasize his message, Lon asked Ann Jameson to design an employee program and she did.

Ann, manager of community afffairs and employee services, looked around her own family for the answer. She has seen, washed, folded and put away hundreds, maybe thousands, of America's personal billboards. They're called T-shirts and each one is different. Although she admits she doesn't always know what the exact message is, she is sure they all have a meaning.

Three thousand employees. A vision of 3,000 individual T-shirts, each celebrating its

by Helen Bowers



Helen Bowers is president of Sportswear Unlimited, 175 Tompkins Ave., Pleasantville, NY 10570, (800) 934-6400, (914) 769-6845.

wearer's individual contributions to ITT Hartford. Was this to be Vision '94 or a nightmare in May?

Ann is president of NESRA Connecticut and NESRA Northeast Region Director and is coordinating the NESRA Northeast Region Conference and Exhibit. Her first impulse was to turn to fellow NESRA member, Helen Bowers, who is president of Sportswear Unlimited in Pleasantville, NY.

With a coincidence generally reserved for made-for-TV-movies, it turns out that Sportswear Unlimited holds the trademark for TeesMees<sup>TM</sup> phototransfer garments, and has been marketing them through film drop boxes in supermarkets in the tri-state area. When Ann asked Helen if Sportswear Unlimited could produce 3,000 TeesMees<sup>TM</sup>, Helen said, "No problem."

"Within four days in time for the picnic?" Ann asked.

"Sure we can," gulped Helen.

"On site at ITT Hartford?" was Ann's hopeful request.

"Certainly," Helen nervously replied.

We're not going to say it was easy. But it happened. And it happened beautifully.

Information/instruction packets were prepared and distributed to all ITT Hartford Life employees. The assignment was for each individual to design a T-shirt celebrating his/her contribution to ITT Hartford. To better envision the assignment, each employee was instructed to visualize him/herself as president/COO of a company to whom ITT Hartford subcontracts a service (such as systems design or customer service). As COO, their first assignment was to design an identity, starting with a T-shirt for workers to wear in the hypothetical company.

ITT Hartford's multipurpose room was stocked with books of clip-art, markers, scissors, glue, two desktop publishers with laser printers and a professional artist to assist when necessary. Black and white and color copiers in the Information Center were made available.

Exactly 3,360 Hanes heavyweight 50/50 T-shirts were delivered to ITT Hartford's Simsbury site. A similar number of transfer sheets arrived and A-Copy of Glastonbury wheeled in four laser color copiers. Lastly, Sportswear Unlimited shipped up two of their

industrial heat presses and a portable air compressor purchased to run them for the occasion.

ITT Hartford's multipurpose room buzzed from 7 a.m. to well after 9 p.m. for two weeks as employees worked their way through their design asssignment. For some creativity flowed joyfully; for others, the pain was audible. But in the end, 2,678 designs were submitted for shirts, over 96 percent participation.

And behind the scenes, Ann and Helen worked Sunday morning through Friday morning with a cadre of employee volunteers organized by Judy Wind, employee services volunteer, from 9 a.m. to 9 p.m. Ann and her "helper elves" color photocopied each person's artwork onto special transfer sheets, so Helen and her "worker bees" could transfer individual designs to the shirts.

The results were spectacular! Within four hours of design submission, an employee could pick up his/her T-shirt. The excitement mounted as people saw their artwork transformed into a wearable garment. Not only did the T-shirts come out great, but it was wonderful to witness the pride each employee took in wearing his/her own creation. As Ann walked through the building, she saw many employees displaying their original artwork—which was always returned with the shirt—and even their completed shirts on the walls of their offices and cubicles.

To culminate Visions '94, on Friday, May 20, 1994, there was a picnic for all to wear their new shirts.

Lon Smith, who had personally come behind the scenes to watch his own shirt being imprinted, proudly wore his creation which displayed the ITT Hartford Stag, mountains and the word "Success." There was a sea of white T-shirts and happy grins as employees reveled in the sunshine and raved of their own shirt and those of others.

There was no question that, on every level, this event not only focused each worker on his/ her individual contribution to the corporation with tremendous pride, but it was a ton of fun for all those involved!



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Make NESRA part of your staff. We can provide you with resources needed to effectively manage your employee activities program. Here is what you will receive as a member:

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# at NESRA's 54th Annual Conference & Exhibit,

April 19-23, 1995 in Philadelphia, PA

# Everyone's invited!

by Conference Co-chairs James Alexander, CESRA, and Julie Tiernan

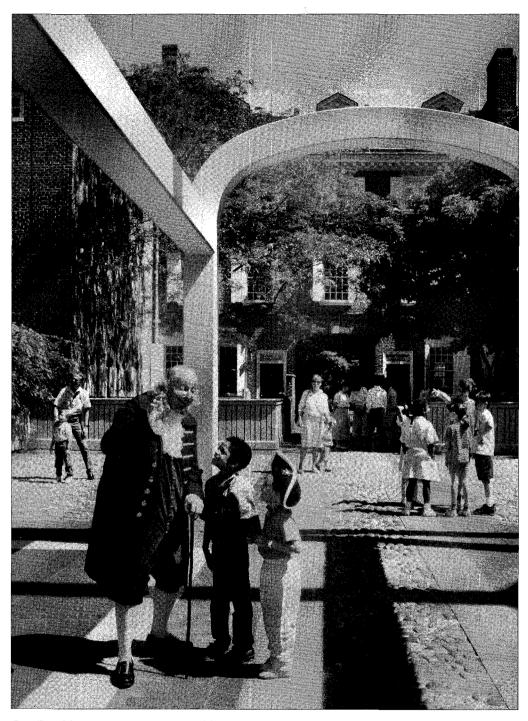




ollowing two wonderful conferences in resort settings, the 1995 event will be held in a downtown metropolitan location. "Center City" is the designation given to the very center of Philadelphia where Billy Penn stands atop the ornate City Hall. NESRA's 54th Annual Conference and

Exhibit will be held in the brand new Philadelphia Marriott Hotel one block from City Hall in the exciting heart of Center City.

This modern 1,200 home-away-from-home opens in January 1995 and features a large ballroom, convenient clustered meeting rooms, a 38,500 square-foot exhibit hall that will accommodate all of our record-setting number



Ben Franklin greets visitors to Franklin Court, site of Franklin's home, an underground museum, an 18th century printing exhibit, a U.S. Post Office, and an architectural-archeological exhibit.

of exhibitors in one space, an indoor lap pool, whirlpool, exercise and aerobics rooms, restaurants, bars and cafes.

A skywalk connects the hotel to the brand new Pennsylvania Convention Center, and the newly renovated Reading Terminal and Market is right next door, with food stands selling ethnic food specialties from around the world. The Marriott is also convenient to the Gallery Mall, which includes 210 shops, restaurants, and three department stores. Across Market Street is the legendary John Wanamaker department store with its magnificent pipe organ and the spot where everyone plans to "meet at the eagle."

Of course the main attraction of the

The Conference Committee and
Headquarters Staff are hard at work
planning educational opportunities,
speakers, the exhibit hall and social

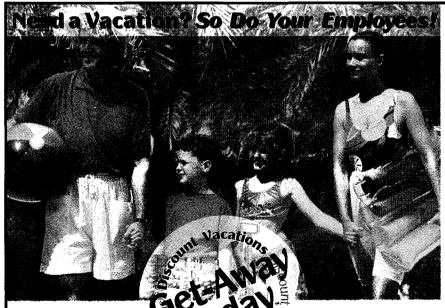
functions.

Jim Alexander, CESRA, is executive director of NESRA's Philadelphia chapter, PHIL/AERS and is Chapter Development Advisor for NESRA Headquarters.

Julie Tiernan is president of PHILIAERS and human resources communication manager for The Bank of New York (Delaware).

Marriott's location is its short walking distance to "America's most historic square mile," home to two of America's most treasured monuments—Independence Hall and the Liberty Bell. This popular area showcases other sites of historic importance, including Carpenter's Hall, Old City Hall, Congress Hall and Franklin Court.

Nearby is Olde City, featuring the Betsy Ross House, Elfreth's Alley, Christ Church, and the Afro-American Historical and Cultural Museum. The Penn's Landing waterfront on the Delaware River is nearby and includes a variety of historic ships. The city's cultural treasures line the nearby Benjamin Franklin Parkway leading to the renowned Philadelphia Museum of Art. Along the way are the Franklin Institute Science Museum, the Academy of Natural Sciences, the Rodin Museum, the Barnes Foundation, and the nearby Pennsylvania Academy of the Fine Arts.



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employees to use with our "one-call-does-it-all" reservation service. Your **employees** 

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For more information on this great morale-building employee benefit, call **1-800-523-6116** and ask for our marketing department, or simply complete the form below and return by mail to **P.O. Box 167**, **Kaysville**, **UT 84037**, or fax to (801)546-6472.

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- Best time to call

No. of employees \_

- For every vacation package purchased
   by a NESRA member and its affiliates,
   Get-Away Today will donate a portion of the purchase price to the NESRA
- or the purchase price to the NESKA

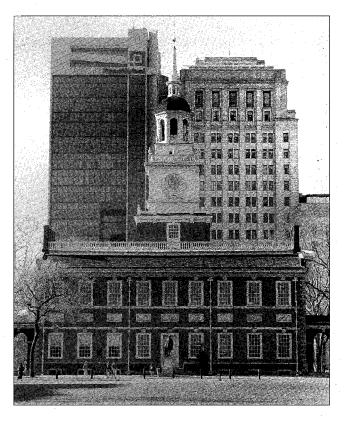
  Education and Research Foundation.

And the good news is that unstructured free-time will be available during the Conference when delegates and guests will be able to feast on this variety of Center City offerings. There's also a good chance the 1993 National League Baseball Champion Philadelphia Phillies may be in town!

The Conference Committee and Headquarters Staff are hard at work planning educational opportunities, speakers, the exhibit hall and social functions. An evening visit to the impressive Philadelphia Naval Base is probable, including an on-board tour of a ship, plus food and entertainment. Visits from Ben Franklin himself, the well-known Phillie Phanatic baseball mascot, and a Mummers String Band are being planned during the conference.

And some Philadelphia food specialties may appear from time to time along with some great functions at the hotel.

Philadelphia was founded in 1682 by Quaker William Penn as part of his "Holy Experiment" of religious freedom in the New World. The "City of Brotherly Love" began on 1,200 acres laid out on a grid pattern that included five public squares, all of which remain, to realize Penn's vision of a "greene countrie towne." In the 18th century, Philadelphia was the second largest English speaking city in the world. Its history from 1774 to 1800 is inextricably linked to that of the American Revolution and the newborn nation. It is now the second largest city on the East Coast, with its metropolitan population of 3.8 million ranking it fifth in the nation.



(Top) Independence
Hall on Independence
Square is where the
Declaration of
Independence was
adopted in 1776, the
Articles of
Confederation were
ratified in 1781, and
the Constitution was
framed in 1787.

(Below) Delegates learn of the latest employee programs in the Exhibit Hall at NESRA's 53rd Annual Conference and Exhibit.



By air, rail and highway, Philadelphia is quickly and easily accessible from all parts of the country. The weather in April should be delightful, with temperatures in the 50s and low 60s and no snow! Don't miss this chance to experience all of the great aspects of this 54th Annual NESRA Conference & Exhibit—in the City of Brotherly Love! We'll be looking for you!

### **Delegate Budget Information**

for

# NESRA's 54th Annual Conference & Exhibit

Philadelphia Marriott Philadelphia, Pennsylvania



#### **Registration Fees**

Delegate: \$415

Spouse: \$200 Student: \$200 Retiree: \$75

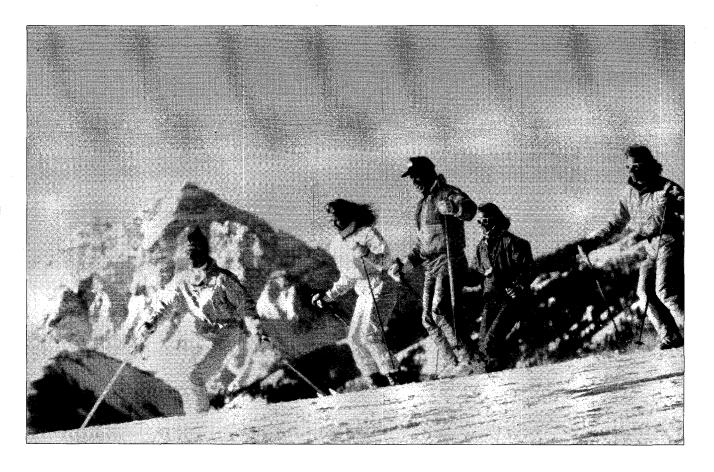
#### **Hotel Rates**

\$125 per night Guest Room (Single or Double)

### Create Downhill Excitement—

# Plan A Ski Trip

If you understand first and foremost that a bad day of skiing, is better than a good day in the office, and that there really are no bad days of skiing, then you will approach planning a group ski trip with the proper perspective.



ith a proper perspective in place, a well-run ski trip is best addressed in three stages—destination selection, trip planning and on-site functions.

#### **Destination Selection**

Where do you and your partners want to go? Is it a week-long stay in the Rockies? A President's Day four-day weekend at a regional resort? Or a day trip to a local ski area?

In any case, answer these questions

by Kevin Owen

early. The more time you have to make the arrangements, the better. If the decision is a week-long stay, begin the process six months prior to your arrival date. A long weekend takes three months of planning and a day trip, 30 days.

Get a consensus on the resort of vour choice from the core of your group. They will serve as your sales staff as they recruit participants. If you're in doubt about which resort to choose, go with the bigger, more highprofile resort for your first trips. They will be easier to sell to your potential participants and generally will have the staff to help you put things together. After you have gained some experience and a clientele, you can try the smaller, more specialized resorts. If there is no consensus among your group, ask your top three resort choices to submit bids. Make sure the

### Charm City Travel presents... Winter Getaway Weekends!

#### Ski New York

Tour #1 Friar Tuck Inn, Catskills

Tour #2 Holiday Inn, Kingston

Tour #3 Ramada Inn, Lake George

Tour #4 Ramada Inn, Binghamton

Tour #5 Sheraton Inn, Ithaca

#### Ski Pennsylvania

Tour #6 Fernwood Resort, Bushkill Tour #7 Ramada Inn, Delaware Water Gap

Tour #8 Sheraton Inn, Stroudsburg

Tour #9 Chateau at Camelback, Tannersville

Tour #10 Mountain Laurel Resort, White Haven

Tour #11 Holiday Inn, Morgantown

Tour #12 Ramada Hotel, Altoona

Tour #13 Holiday Inn, Uniontown

#### Ski Massachusetts

Tour #14 Quality Hotel, Northampton Tour #15 Holiday Inn Berkshires, North Adams Tour #16 Berkshire Hilton, Pittsfield

#### Ski Vermont

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All packages from \$159.00 include accommodations, R/T motor coach, four meals, open bar, 2–3 free trips per bus and much more.

For more details contact Verna Heartlove at:

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Cruise group travel also available.
Call now for details.

 $\blacksquare$ 

Many resorts offer complimentary mountain tours.

The more your skiers know about the destination,
the more they will be able to enjoy the trip. Your
salesperson knows the resort and can be a great
resource.

resorts know that they are one of three possible sites for your trip.

Find the ski area sales department, resort association or tour operator that can handle all your needs. Onestop shopping is crucial. You want to deal with one person. That person should be able to book your lodging, lift tickets, transportation, onmountain activities, and any parties or social events you may choose to host. Ski area sales departments and resort central reservations offices are usually the best sources for this kind of service. If the resort you have picked doesn't have a one-stop shopping service, choose another resort. Another option is your local tour operator. Tour operators often have packages set in advance and access to especially good airfares.

Before you make your final call, detail your needs and preferences. If your first call to a sales office is "I have got a group and we would like to come sometime in January," an experienced ski salesperson knows that this group leader is going to be trouble. In contrast, a group request for 40 people in moderate price range two-bedroom condos less than five minutes from the slope, January 7-14, 1995 with a five-day lift ticket—will be treated like it came from ski group heaven.

Use your salesperson's knowledge of the resort. S/he may have some suggestions regarding your trip that can save you money and/or add to the

experience. Perhaps it's more cost effective to fly in on Friday night than Saturday or a condominium located 10 minutes from the slopes is a far better value with better amenities than the one located five minutes away and it has shuttle service as well. Ask for the special services that are available to groups. In Aspen/Snowmass, we offer complimentary welcome parties where we explain how the free transportation system works; which mountains are most suitable for different level skiers; how to deal with high altitude; etc. Many resorts offer complimentary mountain tours. The more your skiers know about the destination, the more they will be able to enjoy the trip. Your salesperson knows the resort and can be a great resource.

When you have settled all the elements of your trip, ask for a contract. That contract should include everything—air, lodging, lift tickets, races, picnics, etc. Expect to pay deposits up-front. Generally an initial deposit is required with a second and third final payment scheduled. This arrangement protects both the resort and your group.

After you've secured these details, you have a ski trip. Now it's time to fill your trip with skiers!

#### **Trip Planning**

Put the details of your trip on paper and get the word out. Create a onepage flyer with all the pertinent information a participant needs to know—dates, package inclusions and rates, sign-up dates and deposit requirements. Your resort sales rep can help. Ask for brochures, a video, posters and trail maps. You might consider a small reception or sign-up party to kick-off the trip. The excitement created can fill your trip spots quicker and allow you to breathe easier knowing that your commitment to the resort is solid.

Put together an itinerary. Start at the very beginning and go all the way to the end. Include lots of details times, places, events, etc. The more your skiers know, the fewer questions you will have to deal with. A short meeting one week before departure day is the perfect way to deal with last minute details rooming lists, final payments, and questions. This is a good time to show the resorts' video to get everyone fired up! Travel packets should be distributed with itineraries, air tickets and directions. Make sure that you leave this meeting with all monies collected. You want to be able to hand a final payment to your resort rep upon arrival. The resort is not the place to be collecting money from your skiers.

Before you leave, confirm everything with your resort rep one last time. The best surprise is no surprise!

#### **On-Site**

At your welcome reception your group should be presented with information on the resort. Make sure a ski school representative is available to explain lesson options. Off-slope information should include restaurant guides and non-ski activities. Pass out a rooming list with everyone's room and telephone number. Your lodge will prepare this for you if you ask. Have extra itineraries available for everyone who lost theirs. Understand that you usually need to provide the whole group with another itinerary.

As the events of the week unfold, be at each site 15 minutes prior to start time to double check the arrange-

ments. If there are any problems, you will be one step ahead of the group.

At this point, the die is cast. You have done your job. The snow will fall. The sun will shine. Go skiing! Arc 'em & Spark 'em. Get some big air! Go fast. And while you're cruising on that beautifully groomed tree-lined slope with an inch of powder, think about the rest of the people at their desks in your office. But only for a moment. And smile!

Kevin Owen is the executive director of sales of the Aspen Skiing Company, Aspen, CO. A native of the midwest, he has lived in Aspen for the past 11 years. As a former instructor, Kevin is not totally pleased that his desk job limits him to only 70 days of skiing per year.

#### **Special Tips**

■ When considering the dates for your trip, go when the masses don't. Off-peak time frames are less expensive and less crowded. Thanksgiving to December 20th, early January and April often offer the best for the least.



Kevin Owen

- Don't forget to ask about comps. Lodging, lift tickets, air seats, bus seats, are all elements of your trip where you can request complimentary considerations based on the volume of your business. 1 per 25. 1 per 50. The proportions will vary but they are available and often negotiable.
- Schedule a NASTAR race and picnic for your group midway through your stay. It will help create the special camaraderie that group trips can develop so well. Buddies will race each other for annual honors and small groups will partner up to ski for the afternoon.
- Hire a photographer for a group shot at your picnic and for action shots at the race. You can show the photos at a posttrip party.
- Check for special group ski school rates. Skiers from your group of similar skill levels can take their own group lessons together.
- Make sure your contract has a "no snow" policy. Despite the best efforts of all concerned, a ski trip is weather dependent. You should be allowed to cancel with little or no penalty if the area has less than 50 percent of its lifts and terrain open.
- Pick a special restaurant for the last night of your trip and book space for your whole group. Give away awards, i.e. NASTAR medals, T-shirts, caps, bent ski poles—for the bravest beginner, fastest racer, worst crash, etc. It's a wonderful way to finish off a great trip. And by the end of the evening, the collection of stories will be enormous.

# Looking for Material to Justify Your Program?

# NESRA membership entitles you to have these free publications at your fingertips!

### Members, choose from 4 publications:

- Employee Services and Recreation: Beyond the Company Picnic

  This 22-page special report by the Bureau of Business Practice is an in-depth look at what innovative companies are doing to improve employee's quality of life. Some chapters address liability, providing the benefit of time and instilling team spirit. The report tells why many provide employee services.
- NESRA's Work and Family Report
   This 12-page booklet discusses why businesses are addressing family issues and it explains how businesses can do so by offering a variety of employee services.
- The Link Between Family Responsive Policies and Job Performance:

  A University of Chicago Study of Fel-Pro Incorporated

  This 10-page report differs from prior research because it looks at Fel-Pro Incorporated's whole constellation of family responsive policies rather than a single benefit and because it explores workers' use and appreciation of programs that meet their needs at various stages in the lifecycle.
- Internship Opportunities Handbook
  Great for students looking for internships or companies wanting to compare their internship programs.
  Provides a list of companies offering internships, their length and skills requirements and identifies whether or not payment is given and amount of payment.

<ul> <li>Employee Services and Recreation: Beyond the Company Picnic</li> <li>NESRA's Work and Family Report</li> <li>The Link Between Family Responsive Policies and Job Performance:         A University of Chicago Study of Fel-Pro Incorporated</li> <li>Internship Opportunity Handbook</li> </ul>		Return this order form to NESRA Headquarters 2211 York Road, Suite 207 Oak Brook, IL 60521-2371 (708) 368-1280 (708) 368-1286 FAX	
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# Motivating Employees to Take Charge of Their Lives

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by Bob Fellows

John is an executive who is driven by ambition and seems addicted to adrenalin. His diet, exercise and stress management are a prescription for disaster. He says, "If my heart gives out, I'll just get a new one." However, the surgery will drive up insurance premiums for the company, and all the employees will share in the cost. Not to mention the fact that heart transplants don't work that well.

Nancy is a computer analyst who has a difficult time saying "No" and as a result is doing the work of at least two people. She is very conscientious and often stays late trying to get ahead on the next day's work. One night, in transferring all the information that had been entered onto the computer that day from one file to another, she inadvertently erases it. The next day three people have to work for eight hours to reconstruct the data.

Overheard at a dinner conversation in Los Angeles:

"What are you doing for work now?"
"Well, I have a lawsuit going, and
when I win I should get \$100,000."

hese stories all have something in common. They are indications of a breakdown in self-responsibility, the key factor in personal and corporate wellness.

Self-responsibility means that employees see themselves as in charge of their individual destinies. It means employees make their own decisions without giving in to manipulation. It is a positive attitude, which does not mean that they waste time blaming themselves or others when things go wrong. Instead they take responsibility and move on. When things go well, they enjoy the fact that they played an important part in that success.

We can foster a greater sense of self-responsibility in the workplace through educational programs and organizational structures that emphasize wellness and assertiveness. We can join the trend in organizational structure toward the use of peer groups and self-managed work teams.

Assertiveness training classes teach employees not only how to resist manipulation on the job, but also how to take charge of many situations in their personal lives. They develop a general attitude of self-responsibility. The trend toward self-managed work teams and middle managers as coaches rather than supervisors demands that employees become better self-starters and more in charge of situations.

We can engage the employees' interest in a more "take charge" approach in the workplace by showing them the benefits of self-responsibility in their personal lives. The wellness model shows the benefits of self-management not only to personal health, but to success in the workplace. It is not only healthier and less expensive, but also more pleasurable to take charge of our health rather than leave it to the medical system.

I recount experiences in my seminars that

illustrate how quickly we place authority in other people, sometimes without good foundation, and how we can change our thinking to take charge of situations in our lives. Here are two of my favorite stories:

#### You are the Authority

Have you ever had someone call you on the phone and say they were doing some kind of survey, but you knew that at the end they were going to try to sell you something? What do you do when that happens? Do you buy the product? Do you listen to the whole spiel and then say that you're not interested? Do you put the phone on your shoulder and say "Uh huh" now and then while you're doing something else? Or do you quickly hang up, get angry and watch your blood pressure go up?

Why is it that when someone calls us, we feel obligated to assume the role of someone who's being "... How quickly we place authority in other people, sometimes without good foundation, ... we can change our thinking to take

charge of situations in

our lives."

interviewed? We almost feel rude asking them questions! That is a perfect example of manipulation. The telephone salespeople know they will be catching you off guard.

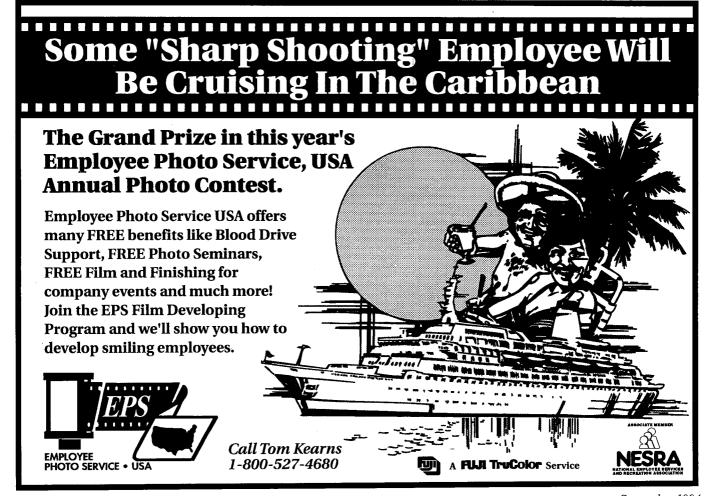
Next time a salesperson asks you a

question, respond by asking him/her a series of questions such as "What is the name of your employer?" "What is your address?" Then continue until you ask him/her their full name and then, ask for their home phone number. Once you have them answering questions, you are in control and s/he will hang up.

There are all sorts of situations in which it becomes difficult for the average person to resist pressure. We can learn to resist by recognizing what pushes our buttons. Then we can work on overcoming those feelings.

Nancy, the computer analyst, could begin practicing saying no by turning the tables on people who try to assume authority with her. With salespeople who call on the phone, it's less threatening and less important than with our co-workers, so it's a good place to start.

She will learn not only how to seek authority within herself in those



situations, but also at work and in her personal relationships. She will begin to realize that if she continues to succumb to pressure and work too hard, she will burn out and not be useful to her company or herself.

If John starts practicing assertiveness, he may come to realize that much of his drive comes from letting the company run him rather than the other way around. His assertiveness will allow him to say "This is my limit." In fact, executives of corporations that successfully use the self-managed work team approach often find that the less they do, the better the company runs!

Taking charge of your health and your life reduces stress and leads to open and honest communication that helps any organization run more smoothly.

#### You are Responsible

Through traveling, I have sensed that a culture of blame seems especially prevalent in the United States. There are places in the world where people don't blame each other for their problems as much as we do here.

On a trip to Australia, I was fortunate to be invited to ride on the Kookaburra 12, one of Australia's America's Cup yachts. We were practice racing with the Kookaburra 11. The other American on the yacht was the person I was doing seminars with—Don Ardell, the author of *High Level Wellness*.

I enjoyed seeing how 11 men sailed a yacht. Their expertise was inspiring. After taking a three hour ride, it was time for Don and me to go to shore. A boat called the "chaser boat" pulled up alongside the Kookaburra. It was a long, skinny boat with no place for passengers to sit. The pilot was standing and holding onto the wheel.

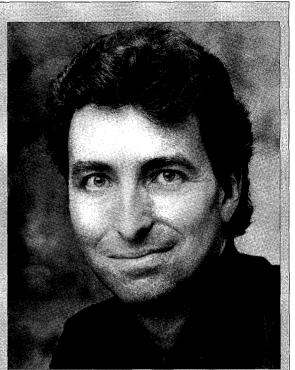
The chaser boat is used primarily to bring new equipment out to a yacht during an actual race. If a sail ripped, the chaser boat could go to shore and get a new one. It had to be very fast, but we didn't know any of that. It didn't even register what the ride

# SECRETS SHARED BY GOOD SELFMANAGERS

Successful selfmanagers:

- 1. Seek authority within themselves.
- Remember that "No" is a complete sentence.
- 3. Look to the future. Instead of placing blame for mistakes, they ask

themselves what they're going to do to correct a situation.



Bob Fellows

- 4. Realize that we have a human need to be in control. While they can't control their bosses, their clients or their company, they find whatever piece of the picture they can control and focus on that.
- 5. Are flexible and willing to change their goals as the environment changes.
- 6. Assign only the result that they want to get, and let work teams figure out how they're going to make it happen.
- 7. Are positive in their outlook and vision. They treat obstacles as challenges.

would be like when we saw the two outboard 440 horsepower engines.

The pilot of the boat said "Hop aboard, mate!" and we did. Don and I stood behind the pilot and proceeded to take pictures of each other when the young sailor looked at us impatiently and said, "You might want to hold onto something." We found railings on either side of the boat and placed our hands on them.

The pilot shrugged his shoulders and the next thing we knew we were going 100 miles an hour. We fell to the deck and held on for dear life. There was nothing in the water but the two propellers. The boat was slapping up and down on the water, as our butts

were bouncing on the deck. Our hats had flown off into the sea, and the cameras that hung from our necks were banging against our bodies.

Now if you were to go on a ride like that in the U.S., you'd have to wear a life vest, seat belt and helmet. You'd have to take a test to see that you could swim a mile, sign a waiver form saying that you wouldn't sue anyone if you got hurt, and then you still couldn't do it because it's too dangerous.

In Australia, they just say "Hop aboard, mate!"

Don and I were not in control of the situation. I think that because we are used to the protective American When we counsel employees, we can use language which implies that they are responsible for their health and their success, and make sure that we are not taking the responsibility for them. Instead of solving their problem, we can lead them to tools for solving it themselves.

culture, we expected that the Australians were taking care of us. They wouldn't let us get into any trouble, we thought.

But there is less litigation and governmental regulation in Australia, so you need to look out for yourself. It taught me to ask the right questions more often, and not to blame others when something goes wrong.

My friend in Los Angeles who sees litigation as a way to make a living has succumbed to a culture of inaction and blame, and may be less self-responsible in many aspects of his life. As I see it, he's missing out on the benefits of a take charge attitude.

We have more protections in America, and they have their place. But I find that a philosophy of selfresponsibility is still beneficial to us. By asking more questions and keeping our eyes open, we learn more and make better decisions about our health, our work and our lives.

### How to Promote Self-Responsibility

With more companies turning to self-managed work teams, it is increasingly important for employees to question authority. Instead of the traditional top-down hierarchy, ideas need to come from all sides. Brainstorming sessions that allow freedom of expression are a great way to generate ideas from employees and empower them with ownership of the company's policies.

If a CEO encourages assertiveness and questioning from employees, then there will be three positive effects. 1)

There will be less stress among employees, 2) There will be more than one person whose ideas are carried out, and 3) The CEO will benefit from the good ideas that come from all kinds of people who work for the company. Probably the best way to motivate employees to ask questions and seek authority within themselves is to do it ourselves. Do you have a take charge attitude in your life and work? As Dr. John Travis once told me, "You can't change other people. You can only change yourself and then no one around you remains the same."

When we counsel employees, we can use language that implies they are responsible for their health and their success, and make sure that we are not taking the responsibility for them. Instead of solving their problem, we can lead them to tools for solving it themselves. It's sometimes more difficult and takes more time, but it pays off in the end.

We can provide programs that offer benefits to employees' personal lives. For example, I am currently finding a renewed interest in stress management programs. I title mine "Secrets Busy People Know About Handling Stress." It lets people know that I recognize they are probably overscheduled and I'm not going to waste their time or teach them techniques that are too time-consuming.

In addition to relaxation techniques that people expect in a stress management program, I teach the assertiveness skills that I believe are so important. Often when I give the

participants a personality questionnaire, I find that most of them need assertiveness skills more than relaxation techniques.

#### Conclusion

By offering wellness seminars that include assertiveness techniques, we teach employees how to be more effective at what they want to achieve in their lives. The skills that they learn help them to be more self-sufficient at their jobs, and the company often sees that they are healthier and more productive.

Bob Fellows is president of Mind Matters, Inc. and Director of the National Wellness Speakers Bureau. Fellows combines a Master of Theological Studies degree from Harvard University with over 20 years of experience as a professional public speaker and entertainer. He can be reached at Mind Matters, Inc., P.O. Box 16557, Minneapolis, MN 55416. 612-925-4090.

### Employee store

# "Goodwill" Promotions in the Store

ony employees have the convenience to shop at any of the 15 Sony Family Centers (employee stores), which are located in Alabama, California, Florida, Georgia, Indiana, New Jersey, New York and Texas.

The Sony Family Center (SFC) sells Sony consumer products as well as merchandise representing various Sony owned companies: Sony Music, Sony Wonder, Sony ImageSoft, Sony Pictures Entertainment, Sony Signatures and Sony Theaters. Annual gross sales for the SFCs are estimated at \$37 million. The majority of the stores' inventory is comprised of company merchandise. External vendors, i.e. Burnes of Boston picture frames, Fuji TruColor photo processing, Stephen Lawrence gift wrap, Carlton Cards, Applause soft toys and See's Candies gift box candy represent a portion of the store's inventory and are availed primarily as convenience and diversification to promote foot traffic.

Family Centers typically utilize vendors on a temporary basis and replenish inventory with a different promotion every 2-3 months. This diversified sales approach keeps their shelves fresh. DuBois acts as the senior buyer selecting vendors and merchandise for all the SFC stores; however, the stores are responsible for placing their individual orders.

Every effort is made to provide employees with new and exciting promotions. In fact, the store recently offered employees the opportunity to participate in a community effort while shopping at the employee store.

#### **Helping Hearts Promotion**

During Valentine's week this year the Sony Family Center hosted a "Helping Hearts" event. This promotion stimulated increased foot traffic and "goodwill" by enabling employees to celebrate Valentine's Day and contribute towards the California earthquake relief.

Employees visiting a SFC during the week of February 14th had the opportunity to make a \$1 contribution towards the California earthquake relief by purchasing a monogrammed paper Valentine Heart to adorn the store walls and windows.

Additionally, to show their heartfelt thanks, the SFC sponsored a product raffle that enabled each heart purchaser to be eligible for a raffle to win a television and boom box.

Proceeds from the valentine purchases produced in excess of \$4,000 and were dedicated to the American Red Cross. This effort supported a good cause and encouraged employees to frequent the store during Valentines' week (typically a slow time of the year). To further enhance the event, the Sony Foundation matched the employee contribution providing a total contribution of \$8,136 to the American Red Cross.

#### **Additional Promotions**

Other Family Center sponsored events include an internal Product Expo showcasing Sony products—Question/Answer, product displays, balloons, music, refreshments and numerous product raffle prizes. Additionally,

by Lori DuBois

Lori DuBois,
marketing
promotions
specialist
for the Sony
Family
Center
acquaints us
with the
Sony Family
Center and
some of its
successful

promotions.

the Family Center hosted a Children's Halloween Costume Contest, in October, which provided an afternoon with a popular purple dinosaur, a portrait of each child in costume by the holidays a little brighter.

SFC Haunted House and lots of goodies. The proceeds from the event admission were donated to the Dr. David Goldberg Center to make their

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#### Conclusion

These promotions at Sony Family Centers enable employees to bring out the very best for a worthy cause and have fun at the same time. Although the store is a place where sales should take place, occasionally using the store as the center for community service projects can benefit the community and increased traffic can increase sales.

Lori DuBois is marketing promotions specialist for Sony Electronics, Inc., Sony Family Center in Montvale, NJ.

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### Buyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1993-94 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.

### Farash & Robbins, Inc.

40 Ruta Ct. South Hackensack, N.J. 07606 (800) 486-4865 (201) 807-1990 (201) 807-0666 FAX Contact: Brian Tucker

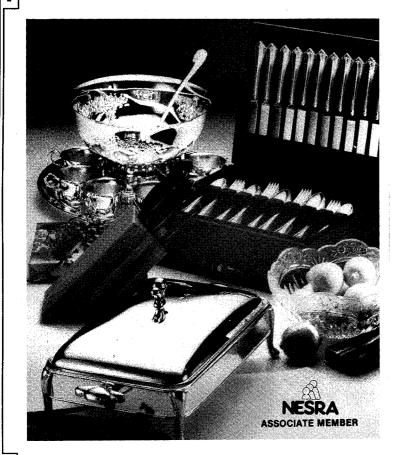
Farash & Robbins, Inc. offers a watch program featuring famous national

brand Quartz watches. "Promo" suggested retail \$90-165 cost \$23.95; "Deluxe" suggested retail \$110-195 cost \$29.95 and "Super" suggested retail \$150-295 cost \$39.95. All watches packed in 25, 36, and 50 units with factory warranties included and each watch in its own presentation box.

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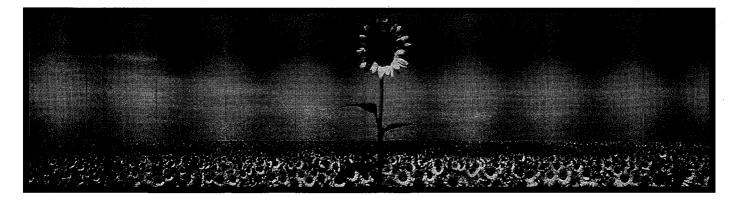
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#### v Alarm Protects Skis

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For more information, contact Josstech UK Ltd., Oakwood House, Poplar

Ave., Norwich, Norfolk, England NR4 7LB, 44 603 505830, FAX 44 603 52134.

## Choose a Top

The Insider's Guide to the Top 20 Careers in Business and Management features the thoughts, ideas and advice of successful practitioners in a wide variety of mainstream business careers.

In this easy-to-read equivalent of in-depth face-to-face interviews, top professionals in each field not only explain what they do on the job and how they do it, but also tell how they feel about what they do.

For more information, contact McGraw-Hill, Inc., Professional Book Group, 11 W. 19th Street, New York, NY 10011, (212) 337-5945, (212) 337-5951.

#### Interactive Learning is Launched

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For more information, contact Kittyhawk, 1233 Hermosa Ave., Suite 300, Hermosa Beach, CA 90254-2527, (310) 798-4092, FAX (310) 798-4095.

#### Children's Illness Guide Available

S ince 8 out of 10 childhood illnesses are cared for at home, your employees are faced with many medical decisions about their children. By presenting 25 of the most common children's health issues, HealthyLife Children's Guide to Self-Care allows parents to chart

a course towards good health and easier medical decision-making.

The topics range from colic to croup and seizures to sore throats. In addition, it contains checklists of questions to ask pediatricians.

For more information, contact American Institute for Preventive Medicine, 30445 Northwestern Hwy., Suite 350, Farmington Hills, MI 48334, (810) 539-1800, FAX (313) 539-1808.

#### v Hiking Tours for Seniors

H ostelling
InternationalAmerican Youth Hostels
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Destinations include
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For more information, contact Hostelling International, American Youth Hostels, Dept. 860, 733 15th St., N.W., #840, Washington, DC 20005, (202) 783-6161.

#### ▼ Nutrition Info Available At Fingertips

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For more information, contact Selectronics, NA., Inc., 100 Hollister Rd., Teterboro, NJ 07608, (800) 443-0594, (201) 440-8700, FAX (201) 440-4151.



#### ▼ Balancing Act for HR Managers

The 40-minute audiotape, "The Balancing Act," focuses on typical dilemmas and covers topics such as managing guilt, saying no, identifying priorities and remembering to take care of yourself along with taking care of business and family.

The Partnership Group, a designer and manager of worklife strategies, is making the tape available to employees of the more than 100 corporations across the country who use the core business, the Family Resource Service. Through the service, the group works to enhance employee relations and improve productivity by providing one-on-one consultation. educational materials and referrals to dependent care programs and services.

For more information, contact The Partnership Group, Inc., 840 W. Main St., Lansdale, PA 19446, (215) 362-5070, FAX (215) 362-5918.

# Software Helps Stretching

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Using easy-to-follow text and colorful 3-D graphics, the WorkSmart stretch program leads users through a series of stretching exercises for major muscle groups commonly affected by prolonged computer use, including the neck and shoulders, upper extremities, low back and lower extremities. The program can be customized to allow users to focus on the stretches most useful to them. There are a total of 12 stretches included on the program.

For more information, contact Ergodyne, 1410 Energy Park Drive, Suite One, St. Paul, MN 55108, (800) 225-8238, (612) 642-9889, FAX (612) 642-1882.

# **▼**Lockers Provide Security

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For more information, contact Penco Products, Brower Ave., P.O. Box 378, Oaks, PA 19456-0378, (800) 562-1000, (215) 666-0500.

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### CANDID CORNER continued from page 44

tickets. This makes "piggybacking" on ticket sales a good solution for a small company/ organization.

#### Conclusion

To date, joining our ticket sales with other NESRA members has been a great success and continues to get better.

A NESRA member who represents a large hospital with over 1,000 employees has agreed to let us "piggyback" on its employee's group ticket sales. More tickets mean better discounts.

Brenda S. Geoghagan is the employee/public relations representative at the Hillsborough County Aviation Authority, Tampa, Florida. Geoghagan is a new member of NESRA's Awards Committee and the Employee Services Management's Editorial Advisory Committee.

# It pays to be a NESRA Member.

The more you get involved, the farther your networks reach. Extended networks lead to increased resources. And we all know, extended resources allow you to do more with less. Doing more is a must. NESRA resource information saves you money and time, and remember, time is money.

For more information, contact Ken Cammarata at NESRA Headquarters 2211 York Road, Suite 207, Oak Brook, II 60521-2371 (708) 368-1230.

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#### **National Director**

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#### **Regional Director**

Ann Denise Jameson, CESRA (203) 843-8304

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Richard Moore (410) 787-3481

JERSA/Newark, New Jersey. David Costa, RVESRA (201) 893-2016

**LFRA**/Washington, D.C. Rosalind Cherry (202) 289-5372

MARES/Boston, Massachusetts. Joanne Haynie (617) 391-2421

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#### Regional Director

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CSRA/ESRA/Augusta, Georgia. John Felak, CESRA (803) 725-2175

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#### SESRA/Orlando, Florida. David Bell (407) 826-7433

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MERSC/Minneapolis-St. Paul, Minnesota. Sue Shepherd (612) 459-1482

#### MESRA/Detroit, Michigan.

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#### Regional Director Pud Belek, CESRA (713) 792-8022

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(713) 440-2217

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AIRC/Burbank, California. Marcia Guadagno, (818) 702-2372

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GLAAIRC/Los Angeles, California. Jeannette Ross (213) 413-3304

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Golden Gate Chapter of NESRA/San Francisco, California. Kay Riordan (707) 524-8454

NESRA Chapter of Southern Arizona/ Tucson, Arizona. Grace Mendoza.

RVESRA (602) 791-4181 NESRA of Greater Phoenix/Phoenix, Arizona. Ron Smith (602) 435-4508

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Tri-County NESRA/ Santa Clara, California. Mary Edwards (408) 742-4713

UTESRA/Salt Lake City, Utah. Clyde Wohlgemuth (801) 863-8674

#### International Region

Toronto Employee Services and Recreation Association/Toronto, Ontario. Deborah Fillippe (905) 470-3600

# "Piggybacking" For Discounts

Would your employees like to get those great group discount rates for special event tickets, even if you cannot sell enough tickets at your company to qualify for the discount?



by Brenda Geoghagan

f you answered yes—look no further than your local National Employee Services and Recreation Association (NESRA). Try "piggybacking" on ticket sales with a NESRA member who represents a larger company—even small companies can "piggyback" together.

#### What is "Piggybacking?"

"Piggybacking" on ticket sales is simply combining your ticket order with another company's order to meet the minimum requirement for a group discount rate.

Over a year ago, a NESRA member made the comment, "We should get together for lunch, find out if our employees are interested in the same events and combine our ticket sales to qualify for a better discount."

Formally the lunch was never held, but it was a great idea.

#### Try it, You'll Like It

In fact, the Hillsborough County Aviation Authority, owners and operators of the Tampa International Airport, Tampa, FL, decided to try "piggybacking." The Aviation Authority has 250 employees who enjoy an above-average employee benefit package but we still do not want to pay full-price for tickets. Sometimes, it is impossible to sell enough tickets to get a group discount. It takes a lot of coordination to get the event, the date, the employees and the discount to match for a great event.

Another NESRA member (representing only 100 employees) was having the same ticket sale dilemma for the same event.

Working together, we were able to purchase

the minimum ticket requirement and earn the discount for our employees.

#### **NESRA's Role**

It was the Aviation Authority's membership with the NESRA association that made it possible to contact other NESRA members regarding the possibility of piggybacking on ticket sales. Being a member of NESRA gives your company credibility.

Our first attempt at teaming up with a comember on group ticket sales was a winning relationship for all parties involved: The employees, the NESRA members and the NESRA associates:

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- And the associate members benefited by selling more tickets.

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Not all NESRA members represent thousands of employees. There are companies/ organizations within the NESRA association, representing 200 or less employees, that cannot meet that minimum requirement for discount

continued on page 42

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NESRA presents a self-directed employee lifestyle program that allows them to achieve their own specific goals at

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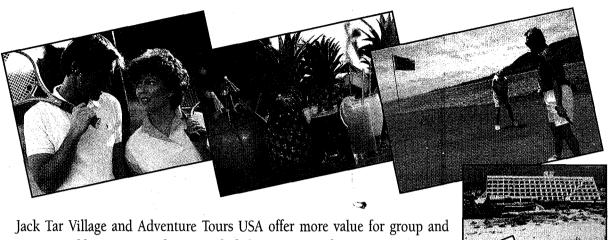
Dave Baker, 1993 NESRA President

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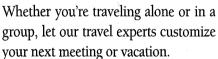
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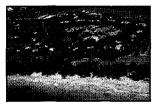


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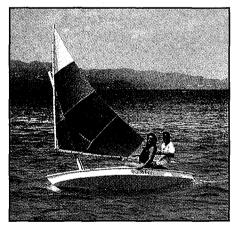
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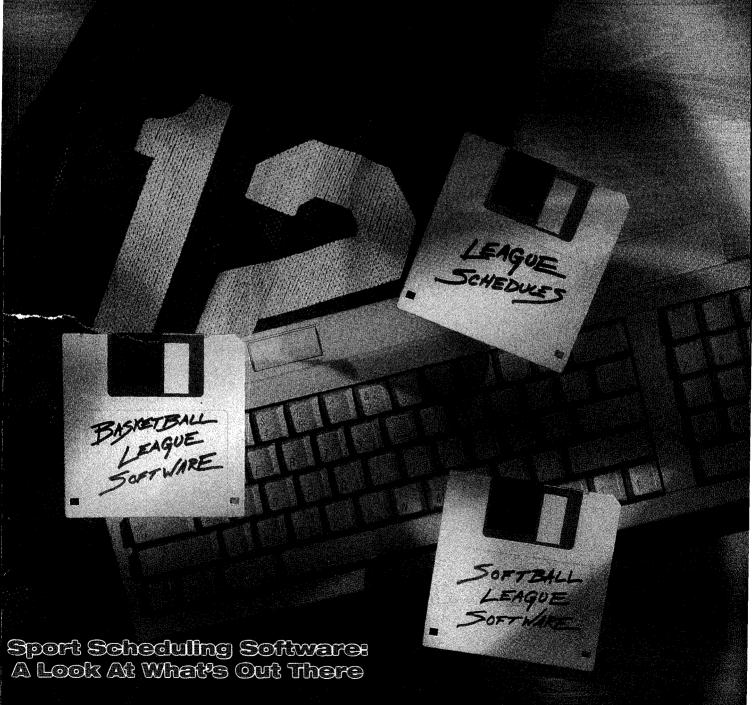
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SHOUS SHOW

## Employee Services

MANAGEMENT

Journal of Employee Recreation Health & Education October 1994



### **Delegate Budget Information**

for

## NESRA's 54th Annual Conference & Exhibit

Philadelphia Marriott Philadelphia, Pennsylvania



#### **Registration Fees**

Delegate: \$415

**Spouse: \$200 Student: \$200 Retiree: \$75** 

#### **Hotel Rates**

\$125 per night Guest Room (Single or Double)

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Cover photo © 1994 Brian Kaplan/ Camera Craft Photographics

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This Is How We Never Stop Learning

## WHEN TIMES GET TOUGH TURN TO YOUR ASSOCIATION

It is in times of economic downturn that the benefits and true value of association membership shine through.

Associations are information brokers. They either have the kind of information at their fingertips that can make the difference during a recession, or they can point the way to find it.

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SOCIETY OF NATIONAL ASSOCIATION

## **NEWS**

#### IN BRIEF

## Trip Reduction Affects Work & Family

E mployers in 11 states with severe ozone and carbon-monoxide pollution are dealing with the tripreduction provisions of the 1990 Clean Air Act, which will take effect later in 1994. The law requires employers to encourage the use of carpooling, mass transit and company-owned transportation while penalizing employees who drive to work alone.

Consideration of worklife issues should be integral to the trip-reduction program. What if employees drop off children at child care or at school as part of their commute? Compliance with the Act has encouraged employers to consider flexible-time policies. Coordination should include working with the child and elder care services to provide incentives to create new scheduling options.

Telecommuting can offer better time management, increased productivity and flexible work scheduling that allows employees to work at personal peak times or to manage family responsibilities.

In developing carpools and vanpools, child safety

seats are an important element for parents commuting to child care centers on-site or near work. Emergency ride home programs ensure parents who carpool have a ride home in an emergency. Another employee can drive the worker home or the company can pay for a taxi.

#### No.1 Job Requirement: Salary

The increased competition for jobs, escalated by staff reductions, has returned salary to its status as the single most important factor in a new job, according to Challenger, Gray & Christmas, Inc., an international outplacement consulting firm.

Job security, frequently cited in previous surveys as a major requirement, has all but been eliminated from consideration due to the large number of workforce reductions.

Other factors, ranked in order of importance by 90 percent of the discharged managers, are: recognition, the desire for a certain amount of independence and status on the job and the opportunity to contribute to the company's goals.

#### Absenteeism Rate Rises

The overall average rate of unscheduled absences is 2.687 percent, shows the 1994 CCH Unscheduled Absence survey, covering 380 private-and public-sector employers. This figure means for every 100 hours of paid productive time, the average employer is also faced with 2.687 hours of paid sick time—unproductive time.

These unscheduled sick hours, which are up by 9 percent from the 1993 survey, cost employers on average from \$135-750 per employee over the latest 12-month period.

For employers with 250-499 full-time employees, the average rate of unscheduled absences increased by 45.7 percent from 1993 to 1994. The average rates of unscheduled absences rose 2.1 percent for employers with 1,000-2,499 full-time employees and 17.7 percent for employers with 2,500 to 4,999 employees. A 17.7 percent decrease is reported for employers with 500 to 999 full-time employees and a decrease of 12.4 percent for 5,000-9,999 full-time employees.

Average rates of unscheduled absences for

employers with full-time employees up to 99, 100-249 and 10,000 plus are 2.220, 2.455 and 3.136 percent, respectively.

#### ▼ Good News

ccording to a study **\)** by the Sporting Goods Manufacturers Association (SGMA), manufacturers' sales of sports equipment, sports apparel, athletic footwear and recreational transport items in the U.S. totalled \$48.3 billion in 1993. The 5.3 percent increase in 1993 was less than the 7.8 percent rate of growth for 1992 and below the 5.6 percent rate of growth of the U.S. economy in 1993, as measured by the Commerce Department's GDP statistics.

Sports apparel sales grew by only 2.3 percent in 1993, following a 9.5 percent increase in 1992. The best growth items were sweat suits and sweat shirts, which recorded sales increases of 9.2 percent and 6.5 percent, respectively.

Athletic footwear sales grew by 1.3 percent last year to \$7.55 billion, reversing a 2.4 percent sales decline in 1992. Hiking/outdoor footwear sales jumped by 62.5 percent to \$325 million in 1993, while sales of walking shoes grew by 10.3 percent.

## **▼**Wasted Time for Executives

In a recent poll, executives said they waste an average of 20 percent of their time, or 10 weeks a year, dealing with company politics, reports

Accountemps. The survey says, "in a competitive environment, there will always be some people who try to advance their careers by using subversive tactics to manipulate or influence others."

To deal with negative company politics:

- Correct any misconceptions about the availability of rewards. Develop a system that rewards teamwork.
- If a single individual or group is instigating conflict, confront them with your concerns. In extreme cases, when an employee's politics are doing more harm than good, you may have to let that person go.
- Minimize unhealthy competition by making it clear that one employee's promotion does not preclude another's chances for advancement.
- If scarce resources have resulted in increased competition, consider adding a full-time or temporary staff member, to ease the workload and alleviate backlogs.

#### Americans Are Exercising More

A national survey by National Sports Data, Inc., found that in 1993 participation increased in 9 of 14 exercise activities measured while two remained unchanged and three declined. The study also found an increase in both health club memberships and in the number of people who worked out in a home gym.

The study found that health club memberships increased 10 percent to 18.2 million after remaining unchanged at 16.5 million since 1989. Those who said they worked out at least once in a home gym rose 22 percent to 9.8 million, from 8 million in 1992.

#### Investment Options Broaden

A s a result of recent federal regulations, employers are required to provide employees with a wide variety of information about their self-directed 401(k) and other defined contribution plans, as well as investment options, and the training to make reasonable investment decisions, reports Diversified Investment Advisors.

Dubbed 404(c), the regulations were put into effect January 1, 1994 by the Department of Labor after years of debate, but are only now gaining recognition.

Retirement-related lawsuits alone, under the federal Employee Retirement Income Security Act, grew 35 percent from 1989 through 1993, to 10,536, according to the Administrative Office of the U.S. Courts. While U.S. Supreme Court decisions have severely limited the chances of successful litigation, the pension rights movement is gaining adherents in Congress for legislation that will make winning easier.

#### High Stress Can Impair Memory

I nvestigators at Washington University School of Medicine, St. Louis, MO have found that high stress hormone levels can impair memory. Researchers had known that stress hormones can impair function of specific brain cells, but in this research, they have found that high levels of stress hormones have a measurable, negative effect on the memory function in humans.

The particular stress hormone dexamethasone impairs a variety of cell functions in a brain structure called the hippocampus, and in doing so, the hormone affects declarative memory.

Declarative memory can be thought of as shopping list memory. It's the potentially conscious recall of facts and events over short intervals.

The research team measured various aspects of cognitive performance and levels of the hormone in the blood. Though the study suggests an effect from dexamethasone in the hippocampus and evidence in culture dishes and animal experiments suggest a mechanism for the memory effect, the study does not provide direct evidence for the mechanism underlying the memory impairment.

## New Technology Hard to Assess

hose who believe they know how the information highway or other new technologies will shape the future should review a little history, according to the Stanford University News Service. Those who witnessed the birth of the telephone, radio, laser, computer, steam engine, VCR and countless other inventions didn't always accurately imagine their social and economic impacts.

In hindsight, the future was not obvious to contemporaries of most major 20th century inventions. The difficulties of applying technology help explain why approximately 80 cents of every dollar spent on research and development goes toward improving performance of technologies that have been inherited from the past.

History indicates at least five constraints on human ability to predict the value of new technological developments. Those are:

- The initial primitive understanding of innovations.
- The specialized use to which many are initially applied.
- The complementary and competitive relationships among technologies.
- The limited capacity for humans to envision entirely new technological systems, rather than simply improvements to existing systems.
- The need for technologies to pass economic as well as technological tests of their value.

## Features of Available

# Sport Scheduling Software

by Craig M. Ross, Re.D., Stephen A. Wolter and Curt J. Handel

This article outlines and compares features of several sports scheduling software programs for recreational sports' professionals who are considering the purchase or upgrade of scheduling software.

Dr. Craig M. Ross is associate professor of Sport Management at Indiana University—Department of Recreation and Park Administration. Stephen A. Wolter is associate director of Recreational Sports at Indiana University—Division of Recreational Sports. Curt J. Handel is coordinator of Intramural Sports at Indiana University—Division of Recreational Sports. Indiana University is in Bloomington, IN.

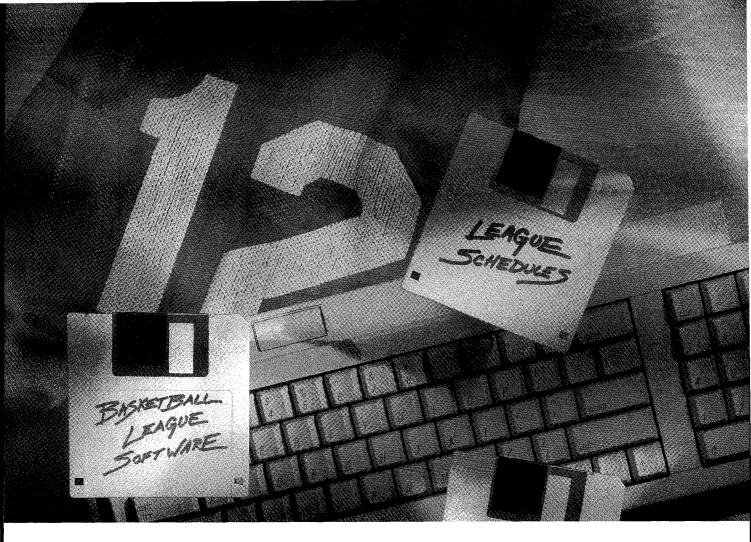
ecreational sports programs, particularly leagues and tournaments, continue to be the mainstay of recreation programs throughout the nation. The demand for opportunities to play in various sports leagues and tournaments at the adult and youth levels continues to grow, sometimes far outstretching available resources. Sports leagues range in size from the very small (10 teams) to some with 500 teams and even larger. Each team registering for a specific sport in these leagues, desires to play the maximum number of games possible with the least amount of delay or hassle. However, administering a sports league requires attention to many details. Depending upon the size of the agency, these details may include such items as: requirements for complete team rosters, individual player signatures on waiver forms, team schedules, master schedules of games played on a specific date for staff use, scoresheets, officials' schedules, league standings, statistics, tournament brackets, player add/drop slips and identification authorization, and other miscellaneous information. The paper

generated and manpower needed to conduct a sports league or tournament successfully can dominate the resources of any agency.

Enter the computer into this world of complex rules, simple but repetitive processes and unique requirements, which vary from agency to agency. Computers have been used for sports scheduling for some time now. These programs can include basic packages that schedule only small sized round robin leagues to sophisticated packages that handle large sized round robin leagues, elimination tournaments, rainouts, team standings and even minor details like assignment of home/visitor status. Appropriateness of these software programs vary significantly according to the needs of each agency.

#### **Use of Computers in Recreation**

The use of computers in recreation has grown significantly over the past 10-15 years. As computers have improved over the years so did the availability of more sophisticated and powerful recreation software programs. Current computers represent fast, efficient, portable and networkable systems that have nearly an unlimited potential for recreation



applications in general. Likewise this technology can offer significant improvements in recreational sports league and tournament scheduling.

Recent surveys on computer use in recreation agencies (Reswick) have found that the use of computers is most prevalent for word processing and other general software programs such as spreadsheets, database and desktop publishing. These surveys also found most recreation agencies who purchase recreation specific software, purchase those that are commercially prepared or "canned" programs. These agencies use recreation specific software for activity registration, facility scheduling and sports scheduling.

#### **Survey Methodology**

A survey of available sports scheduling software programs was completed in order to make comparisons available for sport programmers. It was developed based on features that appeared to be most important in the various recreational settings (i.e., municipal, employee recreation, collegiate settings, etc.). The survey was mailed during the summer of 1994 to 19 software suppliers

who have marketed their sport scheduling software. Of these, seven suppliers responded to the survey and provided a demonstration copy for review purposes. The demonstration copy of the software and survey were then reviewed for familiarity and function by the authors. The accompanying chart, "Computerized Sport Scheduling Supplier Chart" on page 8-9, illustrates features and requirements of the software products from these seven suppliers.

#### **Features Review**

The survey results, as shown on the Computerized Sport Scheduling Supplier Chart, provide a point of comparison between the software based on a number of issues such as price, size, sophistication and features. This information can be used by agencies to determine which program best suits their own specialized needs and characteristics. As the chart is reviewed, basic considerations in selecting software for purchase arise. Included in these considerations are the basic and enhanced features of the software. The following items, and a brief discussion of each, are prioritized based on a review of the software.

#### Computerized Sport Scheduling Vendor Chart

	A.E. Klawitter & Associates (800) 666-4235	INFO 2000, Inc. (905) 875-1158	Overtime Software, Inc. (800) 467-0493	PC+ (714) 551-4576	Suc	nmed for cess 88-PFSI	Sierra Digital (916) 925-9096	Vermont Systems (802) 879-6993
PRODUCT NAME	AEK Sports Scheduling	League Scheduling System (LSS)	Schedule Wizard/Tourna- ment Wizard	SchedMate	League Scheduling DOS	League Scheduling Windows	RecWare League Scheduling	RecTract LeagueSchedul ing Module
VERSION NUMBER	3.0	2.14	2.0/1.0	2.3	3.7	4.0	3.5	7.2
COST <sup>1</sup>	\$4,160 Sgl-DOS Multi-user varies	\$2,500	\$300-\$450 Sgl Multi-user varies	\$200	\$990 Sgl \$1690Multi	\$990 Sgl \$1690Multi	\$1,350 Single \$559 Limited	\$950 Single \$1,250 Multi
PLATFORM	DOS,Windows Unix, VAX/VMS	Unix	DOS, Windows	DOS	Dos	Windows	DOS, Windows	DOS, Windows VAX/VMS, Sur
LANGUAGE PROGRAM WRITTEN IN	Thoroughbred	Informix	С	Quick Basic	C-Base	FoxPro/Win	С	4GL Progress
SOURCE CODE AVAILABLE	Yes	No	No	No	Yes	Yes	No	No
MULTI-USER/LAN NETWORK	Yes	Yes	Optional	No	No	Yes	Yes	Yes
HARDWARE REQUIREMENTS Disk space required for application Recommended processor speed Recommended RAM	20 MB 386 or higher 8 MB	250 MB 386/33 8-16 MB	2 MB 286 or higher 450K	3 MB 286/18 1 MB	500K 286+ 640K	6 MB 486/66 8 MB	4 MB 286 or higher 640K	15 MB 386 2 MB+
REPORTS								
Headers/footers be user defined?	Titles	No	Header	Yes	Yes	Yes	No	Partial
Team schedules printed w/ one request?	Yes	Yes	Yes	In development	No	Yes	Yes	Yes
Individual team schedules upon request?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fonts supported?	Courier/TT	Default printer	Default printer	User loadable	Printer	Windows	Courier	Text Type
Printers are supported?	Dot matrix/laser	Dot matrix/laser	Dot matrix/laser	User loadable	Dot ma	trix/laser	Dot matrix/laser	Dot matrix/lase
Does program print: League directories League rosters Team rosters	Yes Yes Yes	Yes Yes Yes	No Yes Yes	Yes No No	No Yes Yes	Yes Yes Yes	No Yes Yes	No Yes Yes
Master schedule League schedules	Yes Yes	Yes Yes	No Yes	In development Yes	Yes Yes	Yes Yes	Yes Yes	Yes Yes
Court/field availability	Yes	Yes	No	In development	Yes	Yes	Yes	Yes
Result sheets League standings	Yes Yes	Yes Yes	Yes Yes	No No	Yes Yes	Yes Yes	Yes Yes	Yes Yes
League information	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Team information Official/umpire schedules	Yes In development	Yes No	Yes in development	Yes No	No Partial	Yes Yes	Yes Yes	Yes Yes
Game reports be printed by: Home/away Facility site Count/field Time Specific date Range of dates	Yes Yes Yes Yes Yes Yes	Yes Yes Yes No Yes Yes	No Yes Yes No No	In development In development In development In development In development In development	No Yes Yes No Yes Yes	Yes Yes Yes No Yes Yes	Yes Yes Yes Yes Yes Yes	Display Yes Yes Display Yes Yes
Game times recorded in: Standard AM/PM	Yes	No	Yes	No	Yes	Yes	Yes	Display
Military	No	Yes	Yes	Yes	No	No	No	Stored
	T	T	EAGUE SCHEDULI	1			T	
Maximum # of total teams?	98,901	Unlimited <sup>2</sup>	Unlimited <sup>2</sup>	3,000	Unlimited <sup>2</sup>	Unlimited <sup>2</sup>	40,000	Unlimited <sup>2</sup>
Maximum # of divisions per sport?	99	Unlimited	Unlimited	200	Unlimited	Unlimited	1,000	Unlimited
Maximum # of leagues?	999	Unlimited	Unlimited	200	Unlimited	Unlimited	1,000,000	Unlimited
Maximum # of teams per league?	99	Unlimited	32	; 15	20	26	40	999
Maximum # of rounds per league?	999	Unlimited	Unlimited	2.5	9	99	52	99
Maximum # of players per team?	99	Unlimited	100	NA	NA	9999	60	999
What league formats are supported? Single round robin Double round robin	Yes Yes	Yes Yes	Yes Yes	Depends on # of teams/league	Yes Yes	Yes Yes	Yes Yes	Yes Yes
How are leagues formed? Random User entered As soon as team enters	No Yes No	No Yes No	No Yes No	No Yes No	No Yes Yes	No Yes Yes	No Yes Yes	No Yes No
Current standings tracked?	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes
Home facilities scheduled automatically?	No	Yes	Yes	No	Yes	Yes	Yes	Yes
Home/visitor assignments alternated?	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes
Rainouts rescheduled: Manually Automatically	Yes Future Release	Yes No	Yes No	Yes No	Yes Yes	Yes Yes	Yes No	Yes Yes
Manual overriding/adjusting of schedules?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Can league schedules be produced by: Round robin # of weeks	Yes Yes	Yes Yes	Yes Yes	Yes Yes	Yes Yes	Yes Yes	Yes Yes	Yes Yes
	+	Yes	Yes	Yes	Yes	Yes	Yes	Yes

	A.E. Klawitter & Associates (800) 666-4235	INFO 2000, Inc. (905) 875-1158	Overtime Software, Inc. (800) 467-0493	PC+ (714) 551-4576	Suc	mmed for cess 88-PFSI	Sierra Digital (916) 925-9096	Vermont Systems (802) 879-699
Back to back capability?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Will program seed teams by:								
Record	No	No	Yes	No	No	No	No	Yes
Past performance	No	No Yes	No -	No No	No Yes	No	No	No No
Random User controlled	Yes Yes	Yes	No Yes	No Yes	Yes	Yes Yes	No Yes	No Yes
Daer Controlled	163			<u> </u>	103	163	165	103
	<del></del>	· · · · · · · · · · · · · · · · · · ·	RNAMENT SCHED	ULING				
Maximum # of total teams?	98,901	Unlimited	Unlimited			26		Unlimited
Maximum # of divisions per sport?	99	Unlimited	Unlimited			Unlimited		Unlimited
Maximum # of teams per bracket?	99	Unlimited	64			999		Unlimited
Maximum # of players per team?	99	Unlimited	NA NA			9999		999
What tournament formats are supported:			-					
Single elimination	Yes	Yes	Yes			Yes		Yes
Double elimination	Yes	No	Yes			No		No
Consolation	Yes	Yes	Yes			Yes		Yes
How are brackets formed:	<del> </del>		· · · · · · · · · · · · · · · · · · ·		••••		***************************************	
Random	No	Yes	Yes			Yes		No
User entered	Yes	Yes	Yes			Yes		Yes
Does program "draw" bracket worksheet?	No	Yes	Yes			Yes		Version 8.1
Display of winners/losers brackets?	No	Yes	Yes			Yes		Version 8.1
Current standings tracked?	No	Yes	Yes			Yes		Yes
Home facilities scheduled automatically?	Yes	Yes	No			Yes		Yes
Home/visitor assignments alternated?	No	Yes	No			Yes		Yes
	110	100					•••••	
Rainouts rescheduled: Manually	Yes	Yes	Yes			Yes		Yes
Automatically	No	No	No			Yes		No
Manual overriding/adjusting schedules?	Yes	No	Yes			Yes		Yes
"Exception" or non-play dates?	No	Yes	Yes			Yes		Yes
Back to back game capability?	Yes	Yes	No			Yes		Yes
Does program seed teams by:								
Record	No	No	Yes			No		No
Past performance	No	No	No			No		No
Random User controlled	No Yes	Yes Yes	Yes Yes			Yes Yes		No Yes
Game Officials Scheduled By: Gender	No	No	No			No		No
Officiating skill level	No	No	No.			Yes		Yes
Team skill level	No	No	No			Yes		Yes
Does program compile statistics by:								
Team/league leaders	No	No	No			Yes		Yes
Summary reports: # of games played	Yes	Yes	No			Yes		Yes
# of forfeits	Yes	Yes	No			Future		Yes
# of rainouts	No	Yes	No			Future		Yes
			MISCELLANEOUS	5				
Is tutorial provided with program?	Documentation/ Training Guide	Yes	On-line Help/ documentation	On-line	Online	On-line	Yes	Yes
What interfaces are available:								
Facility scheduling	Yes	Yes	Yes-T.Wizard	In new release	Yes	Yes	In development	Yes
Registration	Yes	Yes	In dev-S.Wizard	In future	No	Yes	In development	Yes
ls demo disk available?	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
Import data file types supported?	ASCII	None	CSV, ASCII, Fixed length	NA	None	ASCII, DBF	None	ASCII
Export data file type supported?	ASCII	ASCII	NA NA	NA NA	ASCII	ASCII	ASCII	ASCII
Is there an annual yearly maintenance	1st yr free, then					Sgl-\$240		Sgl-\$150
fee?	15%-license fee	\$500	No	No	Yes	Multi-\$480	\$339	Multi-\$190
Are pop-up lookup windows provided for:								
Calendar Taom Cadon	No	Yes	Yes	No	No	Yes	Yes	Yes
Team Codes Facility Codes	Yes Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
League Codes	Yes Yes	Yes Yes	Yes Yes	In development Yes	Yes Yes	Yes Yes	Yes Yes	Yes Yes
Technical Support	Part of maintenance fee	Unlimited, 800 telephone, paid support	Unlimited, 800 telephone	20 hrs free Paid support	800 telephone free up to 3 hrs-sgl 9 hrs-multi/ yr/program		Part of maintenance	
Regular support hours	8:00-5:00 M-F (Client Time)	8:30-5:30 M-F (EST)	9:00-5:00 M-F (EST/EDT)	8:00-5:00 M-F (PDT)	6:30-5	:00 M-F	6:00-5:00 M-F (PDT)	8:00-5:00 M (EST)
	24 hrs/7 days		<u> </u>	Discounts for		raining	V = -7	Money Bac
Other:								

Note: Information for the chart was provided by each vendor. The authors take no responsibility for the validity of the information nor do they endorse any product.

For specific details on single and multi-user pricing of a product, contact the vendor directly. Unlimited usually refers to the limitations of the hard drive. Caution . . .
several of
these
programs will
only schedule
round robin
league
tournaments.

- concern in most recreational sport agencies is that of significant cost variations. As you can see from the chart provided, prices vary dramatically from one supplier to another. There are a variety of reasons for this discrepancy. Some software may only produce a basic round robin schedule; while others include modules for mailing labels, statistics, point of sale, inventory, accident reporting, etc. These are all excellent additions to a program but if your needs can be met by a basic scheduling program, you need not choose one with all of these features.
- Single UserlMulti-User Versions: As more agencies discover the benefits of sharing software purchases on a central PC linked to other PCs (Local Area Network or LAN), this becomes an important consideration. If you need to run the software at more than one location, you may want to purchase a multi-user system; keeping in mind that it will cost more.
- Program Interface Requirements: Some programs will require that your agency purchase additional modules or components of the software such as activity registration or facility scheduling to utilize all the features of the sport scheduling application. Consider which software application you need, if any, in addition to sports scheduling and determine if the sports scheduling software you select can be used as a stand-alone program.
- Escheduling Formats: Caution is recommended in the review of these packages. Several of these programs will only schedule round robin league tournaments. In some cases, it might be advantageous to also have a single or double elimination tournament module. This would allow for ease in scheduling playoff tournaments (i.e. transferring team information, seeding, etc.) after league play is complete. Also essential is software that is "user-friendly" in terms of data entry and reporting formats.
  - Platform Variations: It is important to be



BEST.



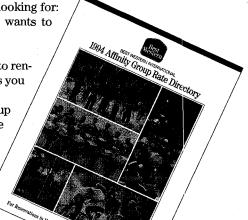
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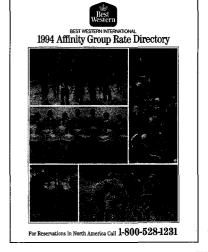


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aware of the platform the application will run on. If you operate out of DOS and do not have "Windows" installed on the computer that will be generating the schedules, then the DOS platform programs would be more applicable. However, if "Windows"-based applications are currently being used, more than likely a DOS only product will be disappointing.

- Printer Support: In general, the printing capabilities with a "Windows" product are much more flexible than that of a DOS application. Know in advance if your particular printer is compatible with the software. Having the capability of adjusting font size, paper size, etc. is a nice feature (and sometimes mandatory!) when printing reports and team schedules. If your printer is not supported, ask the supplier if they would provide a compatible print driver.
- UpgradelMaintenance Fees: The improvement of software programs and features occurs frequently. Upgrades and maintenance (which often includes free upgrades) can be valuable and necessary. It is important to know up-front if an annual maintenance fee is required in addition to the software purchase price ranging from 25-75 percent of the total price. Some packages will actually include this fee (usually the first year) in the purchase price. Ask the supplier what exactly is included in the maintenance fee, such as upgrades, modem connection, on-line help, and consultation. The availability of toll-free telephone support and the hours of operation are also variables to consider. This could prove to be especially critical if you are scheduling a tournament on a weekend for a Monday morning deadline and encounter software problems.
- Source Code: Source code is the specific computer language used to develop the scheduling program. Some suppliers will provide access to this code. This is important if you want custom formats or reports. Knowing the source code would allow you to modify the application to suit your needs if you have a qualified computer programmer on staff. If not, most suppliers will modify the software for you, but at a rather significant fee.
- Computer Language: To the average sport programmer, the computer language of the software package is unimportant—as long as it works and schedules the tournament. However, a number of the programs developed in a special language will require the purchase of a "run-time" license of that language (i.e.,

Info2000-Informix and Vermont-4GL Progress). The fee for this license, in many cases, will be added to the cost of the software.

Also consider these features when purchasing a sport scheduling program:

- Providing defaults for city, state and zip fields when entering team information. By not having repetitive typing to complete (i.e., typing the same city and state over and over) you will save an enormous amount of staff time inputing data.
- Knowing the "sport" terminology used by each supplier. Unfortunately, terminology differs between computer programmers and sport programmers.
- Providing for default fees and charges to the team entry screen. Routine charges such as league fee, participant fee, shirt/uniform fee and other miscellaneous charges are nice to have when entering team information. This information should link-up with a general ledger program or module for financial management.
- Flexibility in establishing exact length of each game. The program should also prompt for any necessary set-up time, warm-up period, etc. specific for that sport.
- Including on the team entry screen fields for both a primary and secondary contact coach or representative and their respective home and work telephone numbers.
- Identifying individual team uniform colors. This is very helpful for teams to know what color jersey/uniform they should be wearing especially if you do not use the formal home/away uniform scheme.
- Availability of a "full-version" demonstration copy for review purposes.
- Posting league standings along with a current won-loss record of each team.
- Listing players age or birthdate is very important in many youth programs for determining eligibility status.
- Including an official's scheduling module that features the identification of officials by qualification and gender as well as various game assignment variables.

#### Conclusion

In conclusion, what does the future hold? Many more uses of computers in sports scheduling can already be visualized if you look to the near horizon. Imagine...

■ entering each players name on a computerized sports roster at the game site,

Imagine...
reporting
game results
from the field
using a
network or

- reporting game results from the field using a network or laptop PC,
- verifying identity and eligibility by use of a specific city wide, campus or industry database information stored on a laptop computer at a game, or
- updating tournament brackets by computer as games/matches are completed along with statistics from the game/match, printing out the information and distributing it to the media, participants and spectators as the tournament progresses.

Sport scheduling packages are a valuable tool for the recreational sport agency in gaining efficiency and effectiveness. These programs can allow each agency to customize software, thereby harnessing computers to free manpower, save time and gather new and important information. With time and careful consideration, every recreational sport agency can evaluate software programs and find a program that meets these objectives.

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EOS Software Publishing EZ-Scheduler 4 S. Prospect Roselle, IL 60172-2024 (708) 350-2914

#### Info2000, Inc.

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MicroSport Software League Scheduler Plus 427 Sheidley, Box 254 Bonner Springs, KS 66012 (913) 442-1853

#### Overtime Software, Inc.

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Tournament Wizard
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Raleigh, NC 27615
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#### PC+

SchedMate 3601 Parkview Lane #8D Irvine, CA 92715 (714) 551-4576

#### Programmed For Success, Inc.

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The Robin Tamer
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#### Sierra Digital

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Sports Data Systems Box 12268 St. Paul, MN 55112 (800) 328-8322

Sports Software Associates Sports Scheduler 75 Recreation Park Dr. Hingham, MA 02043 (617) 749-7880

Sports Stats, Inc. 20,000 Leagues 320 Brookes Dr., Ste. 231 Hazelwood, MO 63042 (800) 22STATS SportsLog 1375 Kings Hwy. East #300 Fairfield, CT 06430-5318 (203) 259-0001

#### **Vermont Systems**

RecTrac! League Scheduling Module 1 Market Place Essex Junction, VT 05452 (802) 879-6993

Win Sports 15892 Redlands St. Westminster, CA 92683 (714) 894-8161

Note: Suppliers listed in bold participated in the study.

\*\*\*Athletic Technologies has merged with Sierra Digital.

# **Exhibitors**

# On-Site Exhibit Shows

## Are Popular Around the Holidays

by Barbara Parmet

right at your company. Suppliers can demonstrate their services and display their products in a table-top presentation in a highly visible area within your company. In a relaxed setting, employees have the opportunity to choose from a wide variety of products and services. Often included are discount coupons and giveaways. Exhibitors can raffle off a prize they choose to donate. Suppliers send representatives to introduce their product/service directly to employees.

You can have complete control over the procedure. Decide on the best time and place for the presentation. Work within your company's policies. Invite your national and local NESRA associate members to be part of the presentations. Theme the exhibit show and make it an event. Some companies have elaborated with balloons, popcorn and clowns. But it can be a simple involvement. All a company has to do is set up tables in a visible area, solicit exhibitors and assign table areas. This event can be organized as a service to your employees or it can be organized both as a service to your employees and as a means to generate revenue for your employee services department or employee club. Some companies charge suppliers rental fees as flat fees or in the form of a percentage of gross sales.

#### Choosing

NESRA members who organize exhibitor shows offer the following tips for choosing exhibitors:

- Know your market. Know what types of products they will buy and what they will pay for them.
- Consult your local NESRA chapter and NESRA Headquarters to get the latest information on associate members offering products or services.
- Consult NESRA's Annual Buyer's Guide and Services Directory printed in the November/ December issue of Employee Services Management magazine. New associate members are printed monthly.
- Determine what are good sellers for your department year-round and be sure to include exhibitors with the hot items.
- Look for top quality merchandise at the best prices.
- Be sure exhibitors have the capacity to sell to individual employees.

The benefits are immediate to all involved. No company is too small or too large to participate. Companies with employees from 40 to 2,000 can hold an on-site exhibit show.

#### Prepare For Your On-Site Exhibit

#### **Three Months Before**

Find out your company's policy on suppliers selling products at your location. Are there alternative plans where orders are allowed to be placed? Encourage management to support your efforts, to allow employees the freedom to enjoy the event. Plan to notify vendors up front of the policy and they will determine if it's worthwhile for them to attend.

Choose your location. Determine what size room is available. Exhibit shows are often in cafeterias or other locations that are highly visible. If an

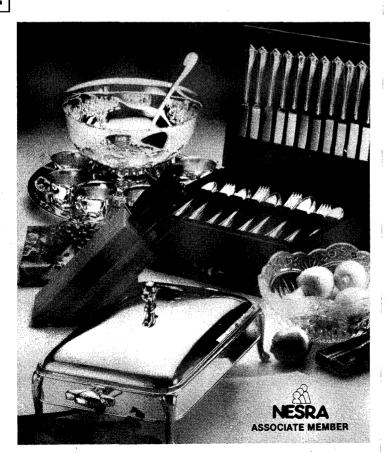
alternate room must be utilized, plan to offer an incentive to come—door prizes, refreshments (popcorn machine, cookies) or colorful decorations, such as balloons.

3. Set the date, time and theme.
—Schedule the show before a holiday to emphasize suppliers who sell specialty items.

■ Do not pick payday, or a day when people usually leave the building for lunch, a day before a weekend or a holiday that is not as conducive for a large turnout.

Make the time of the event convenient with most of the shifts. If it is impossible to satisfy all shifts, display brochures and door prizes for them. Consider holding drawings the day after the event to give shift workers a chance to participate.

■ Use a theme to make the exhibit more of an event—travel, Discount Day, carnival festival, winterfest or holiday bazaar, etc.



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## ONEIDA

Contact suppliers. Determine how many exhibitors should participate. Consider the number of employees and determine how many exhibitors you need to have a good ratio of employees to suppliers. Judge conservatively by the number of employees how many suppliers will be needed. Contact local and national NESRA associate members.

Try to have a variety of interests represented. Get a feeling from your department what your employees might enjoy. Consider average age, economic level, individual or group-minded and single-family interests.

- Choose one exhibitor to represent a category, for example, one travel representative. If more than one supplier represents a particular industry, place the competitors on opposite areas of the room.
- Contact your local NESRA representative to find out how other companies your size staged their event. You might want to visit other companies in your area who are planning such an event.
- Ask suppliers if they can provide a door prize. How would they like the prize to be drawn, at their table, etc.? Provide paper, ballots, box or bowl. Give the supplier and the door prize enough promotion.
- Send suppliers a clearly stated form addressing their needs for that day. It should cover the following:
- Be sure your form clearly states the guidelines for participating in the event.
- If you are charging for rental space, identify all fees required by exhibitor and state what is included for the fee.
- Clearly state all policies and procedures that must be followed.
- If selling is permitted, state how sales can be conducted (i.e., cash, check, credit card).
  - Identify if exhibitor collects money.
- Automobile information—color, make/ model, state and license plate number.
- Approximately what time will you arrive at our company?
  - Need to be near an outlet?
  - Need help bringing things in from car?
- If yes, do you need a two-wheel dolly or people to help?
- Will you donate a door prize? If yes, please describe.

#### **Turn Them Into**

By charging suppliers rental fees for space in your company, your employee services department or employee association can generate funds for future events.

- Some companies charge exhibitors a flat fee for rental space.
- From 10-20 percent of sales can be charged.
- One company charges \$100 reservation fee, which is deducted from the exhibitor's total fee of 15 percent of gross sales, with a \$200 minimum. In any case, the exhibitor invests at least \$200 to have access to your entire employee market.
- If you require any other special needs or have questions or comments, please specify.
  - Give them directions to your company.
- 7 Inform other staff members of your plans and proper procedures for working with exhibitors.

#### One Month Prior

- Create a sketch of how your tables will be set up.
- Designate the first table to be for your company's employee services and recreation department/employee association. Plan to exhibit materials outlining all your services. Have promotional materials for upcoming events ready. Gather information about your local NESRA chapter to show your involvement with a greater network, this enhances your credibility. Develop a schedule of personnel to man your booth throughout the show. Personnel should be well versed in all your offerings and be knowledgeable of local and national discount programs. Give yourself enough time to contact NESRA suppliers to contribute hotel directories, maps, etc. Employees love giveaways!
- Contact your local NESRA Chapter or NESRA Headquarters for the "NESRA Member Benefits" brochure. Order local discount booklets to let your employees know what discounts are available in their area.

Barbara Parmet is MARES marketing representative for her local NESRA chapter, Massachusetts Association for Recreation and Employee Services (MARES), in Boston, Massachusetts.

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- 3. Inform maintenance of how tables should be set up, explain electrical needs and any other physical needs.
- If exhibitors will be there more than three hours, plan to serve refreshments. Order coffee, sweet rolls or other refreshments as needed.
- Talk it up and show enthusiasm.
  Publish articles in your newsletter and other media.
- 6 Send management an invitation.
- 7 Order decorations if needed.
- **8.** Keep your staff or volunteers abreast of all plans.

#### Alternatives

If you have a small employee base, you can have one exhibitor come to your company at a time. Some companies have had success with silk tie suppliers, jewelry sales, toys, books and other items.

LTV Vought Employees Club in Dallas, TX, has two Christmas Bazaars: one is the first week of December and the other the third week of December. The bazaar takes place for an entire week and allows employees to get some of their holiday shopping done. Of course, exhibitors have to be able to commit personnel for an entire week.

#### **One Week Out**

- $I_{ullet}$  Call suppliers and confirm in writing the time and date of the event and any specific arrangements the supplier will honor.
- Blitz your advertising. Boost flyers circulation, E-mail messages, L.E.D. board signs, etc.
- **3.** Confirm set-up arrangements and catering orders.
- **4.** Motivate your staff or volunteers to bring the event together.

#### **Day of Event**

- 1. Verify set up of tables.
- 2 Decorate area.
- **3.** Provide the exhibitors help with their boxes, provide carts, facility people, easy access to unload and load.
- 4. Provide coffee or refreshments or lunch, if it's a day-long event, to exhibitors.
- Take pictures of the event. Winners of door prizes, supplier booths and activity reps with suppliers or with management. Place pictures in company newsletters, bulletin boards, etc.
- Continue to talk up the event. Urge all to participate, including management.

#### Conclusion

On-site exhibit shows are great opportunities to boost employee morale. They create a festive atmosphere bringing interesting products and services for employees to see and buy. Employees enjoy having access to these items at a discount. Exhibitors benefit from increased exposure to your employee market. Your company benefits as employees participate and revel in the celebration mood and the rewarding feeling of getting something at a discount.

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# HR & ES&R

ESRA recently asked some of its members, who had human resources-related titles, to designate how much time they spent performing human resources responsibilities and how much time they spent on employee services and recreation responsibilities. Then, they were asked to describe their responsibilities in the area they designate most of their time and then to describe their responsibilities in the other areas. Finally, they were asked to describe how both areas are interrelated and how they switch gears when necessary. Here is what they said:



Juanita Valverde Human Resources Assistant Texas Children's Hospital Houston, Texas

y position with Texas
Children's Hospital is in
the Benefits and
Compensation department.
I'm responsible for
the daily operation of the satellite Human
Resources Service Center. Because of the
complicated times of our economy we are faced
with a tremendous challenge of managing more
than one position.

My main responsibility is to communicate benefits information and properly handle benefits-related tasks and to maintain positive employee relations. I provide all the necessary benefits forms so that any enrollment, claims, or changes can be processed quickly and efficiently.

In addition to benefits, I coordinate bus pass tickets, which we offer once a month and all of the recreation discount programs that appeal to the employees' needs, i.e.: prepare

## These Multihatters Switch Gears

replacement employee identification badges, prepare the daily cash turn-in report, reconcile accounts and ensure that tickets, passes, other products for sale and cash and checks are securely stored at all times; administer the hospital's tuition reimbursement and assist parking/transportation coordinator with employee parking.

The time spent in each area is about 50 percent benefits and 50 percent recreation. Any benefits that Texas Children's Hospital offers is important to all our employees and in my opinion these two go hand in hand. Offering the activities promotes goodwill and is a convenience for the employees, giving them those discount opportunities that they enjoy receiving.

In juggling both, I've learned that organizing and being able to add, subtract my time and divide my attention between both is a challenge. There is never a dull moment. You are well known to all the employees in the hospital and most importantly they are aware that we're here to assist them with their number one issue—benefits.

The ticket discounts are very popular with the employees and just knowing that there is someone looking out for their best interest makes them happy. Our employees are appreciative and in human resources, our employees are our #1 concern. With the help of NESRA, I certainly hope to continue to improve the services at the Texas Children's Hospital Employee Center.



Denise Staudt
Employment Specialist
Security Service Federal Credit Union
San Antonio, Texas
President/NESRA of San Antonio

y position at Security Service Federal Credit Union (SSFCU) in San Antonio, TX, is employment specialist in the Human Resources Department. This means that I am the recruiter for the Credit Union. I am responsible for ensuring quality staffing for our current 10 branches in San Antonio, as well as for all of our 20-plus back office support departments. We also have a branch in Uvalde, Texas, three branches in Colorado Springs, CO, and two branches in Pueblo, CO, which I assist with staffing. The majority of my time is spent in completing all of the various steps that go into recruiting, interviewing and hiring people to join our current 650-plus employees. We've also been busy preparing for the opening of our 11th branch here in San Antonio scheduled for later

In juggling
both, I've
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organizing
and being
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attention
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both is a
challenge.

this year. We have about five more sites that are under consideration for opening new locations within the next year, so staffing will certainly continue to consume much of my time.

"Employee Relations" would be the second big part of my job description. This covers a variety of daily tasks, including new employee

The NESRA activities are also very helpful when I am wearing my recruiting hat. The activities and discount programs afforded to us though our membership both locally as well as nationally are a terrific reason to add to the list of other reasons I have for why a person would love to join our SSFCU team!

orientation and in-processing, career counseling, employee problems, disciplinary discussions, grievance investigations, etc., as well as "moraleboosting:" programs such as service awards, monthly employee recognition awards, and ordering flowers for births, hospital stays, funerals, etc. I am the chairperson of our Advisory Council, which is the employee group elected by our president that plans our employee/family holiday parties and summer picnic, and heads up all of the fundraising activities in support of the local Children's Hospital and the Children's

Miracle Network Telethon, the primary charity that SSFCU supports. This also includes my NESRA oriented programs such as discount tickets, recreational activities, discounted wholesale club memberships, discount travel information, etc., as well as the semi-annual blood drives and mammography screenings.

All of these activities keep me very busy during the day as you can imagine and I tend

to spend a great deal of time either on the phone or behind closed doors. My NESRA activities/contacts tend to be what keeps me sane and help me to get assistance with the majority of my employee relations responsibilities.

My NESRA Associate Reps are the people I contact to order most of our employee recognition awards; get prizes (both purchased and donated) for recreational activities or fundraisers; get bids for company picnics, parties and recreational events; set up the mammography screenings; get discount consignment tickets from; etc. These Reps not only save me a lot of time but always handle our events or orders with extra special care because of our NESRA relationship and usually can get us a better price than we'd get on our own.

The NESRA activities are also very helpful when I am wearing my recruiting hat. The activities and discount programs afforded to us through our membership both locally as well as nationally are a terrific reason to add to the list of other reasons I have for why a person would love to join our SSFCU team! They also continue to boost the morale of the people who have been working for us for years.

Certainly the relationships that I have made through NESRA, both locally as well as nationally, have also been a big perk and help in my job on a daily basis. I've made connections with people that I can share ideas and information with that help me in all aspects of my job responsibilities each day. Many of these individuals have also become great contacts and resources for other people at my company.

All in all, I have found over my last five-plus years' involvement with NESRA that its membership benefits have made a tremendous impact in assisting me with all of the varied hats I wear in my human resources functions. I always readily encourage any fellow HR peers to definitely look into the benefits of NESRA membership for them and their company's employees because of the impact it has had in my professional life and for my fellow employees.



Julie Farrell
Human Resources Associate
Waste Management, Inc.
Oak Brook, Illinois

have been employed at Waste
Management, Inc., a subsidiary of
WMX Technologies, Inc. since June,
1993 as a human resources associate.
An estimated 90 percent of the job is
employee services and 10 percent is human
resources functions. All employee services
conducted at WMX are covered under an
umbrella term called Work Life Programs. The
five categories in the Work Life Programs are
Sport, Wellness, Company Sponsored, Work &
Family and Employee Services.

Within the sport category, WMX supports the following sport teams: bowling, Duffers, racquetball, recyclers (cycling club), softball, volleyball, walkers, wmilers (runners). Each sport team has a designated captain that does the scheduling and maintenance of the program. I oversee the budget of each sporting team, process all expense requests and track expenses.

Facilitating wellness programs consists of budgeting, scheduling, promoting and evaluating each program. I work together with Joanne Rowell, R.N. in the Benefits
Department on programs that include blood drives, blood pressure screening, health fair, health screen, National Employee Health & Fitness Day, partnership program, prenatal classes, weight management and women's health matters.

Running company sponsored events consists of budgeting, scheduling, promotion and evaluation. WMX sponsors the bike-a-thon, bird-a-thon (bird watching fundraiser for the Chicago Audobon Society), corporate holiday mailing, employee/family bus tours, food

drives, Founder's Day, picnic, Secretary's Day, Take Our Children to Work Day and Thanksgiving Day turkey gift certificates.

Running Work & Family programs includes budgeting, scheduling, promotion and evaluation of programs such as CAREline, (800 phone line for resources and referrrals), EAP, elder care and parenting sessions.

Employee services and discount programs require scheduling, promotion and evaluation. I make sure each one is a success as I take special care to make sure our discount programs are valuable to employees.

In addition to my employee services responsibilities, I perform human resources tasks. I'm involved in the orientation procedure for new employees and I organize the entire in-house temporary program, which provides temporary employees to various departments. As a representative to my company, I attend job fairs to recruit new employees and I serve as a back-up for some recruiting and exit interviews.



#### Cindy Jameson Human Resources Manager

Paragon Cable St. Petersburg, Florida President, Tampa Bay/Suncoast Chapter of NESRA

s a human resource manager for Paragon Cable, I find it necessary to wear many hats. The whole field of human resources is exploding. Issues are constantly changing. As a generalist in human resources I have to be technically proficient in

recruitment, compensation, management development, EEO/Affirmative Action,
Benefits, etc. I must be able to make decisions

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quickly, provide leadership and get people to trust in my abilities. I must be able to initiate and implement changing company policies that reflect the latest in innovations and government regulations.

One of the most important influences on the growth of a company is the understanding and effective use of its most valuable asset, the employee. A great deal of my time is spent in recruitment and retention programs. Our organization strives to maintain a competitive edge and must therefore attract the best people possible. Compensation and benefits, career development, employee communication, and safer programs are but a few of the responsibilities of my HR position.

It's difficult to determine where human resources ends and employee services begins. A strong link exists between work and leisure. People who feel good about themselves and their work can produce exciting results for their company. We believe the programs we offer through NESRA are a vital part of our HR programs. They provide activities and services that develop positive interaction between employees and the employer. These programs are valuable in increasing employee satisfaction, which may in turn be the single most important thing a company can do to improve performance. Employees who feel fulfilled by their work and are provided with the extra benefits of ES&R are more flexible, produce more and think more broadly about the welfare of their organization.

I am responsible for managing an extensive nationwide discount program. I plan the service award program including soliciting bids and purchasing the awards. I also plan several holiday parties throughout the year. This year, I'm busy researching the components of a fitness incentive program I hope to implement in 1995.

On a more personal level, I have always believed to be successful in HR, you must have a network outside the company. NESRA has provided a very strong networking opportunity for me. It allows me to stay current with other companies and their programs and gives me access to other professionals to use as a sounding board for my own programs.

#### Ann Gustavson Human Resources Specialist

Wackenhut Services, Inc. Las Vegas, NV President of Southern Nevada Employee Services and Recreation Association

nn Gustavson is a human resources (HR) specialist with Wackenhut Services, Incorporated (WSI) in Las Vegas, Nevada. WSI is contracted to provide security at the Nevada Test Site for the Department of Energy and has approximately 270 employees. A Certified Compensation Professional (CCP), Gustavson has over 12 years of human resources experience. She is the president of the Southern Nevada Employee Services and Recreation Association (SNESRA) and the vice president of the Southern Nevada Compensation Association (SNCA).

As an HR specialist with WSI, Ann is primarily responsible for the areas of recruitment, compensation, performance appraisals and job descriptions. The working supervisor of two clerical employees, she also assists in the area of benefits and was recently designated as the Las Vegas representative for the union's 401(k) plan. In addition to the above, one of the many other duties Ann is responsible for is employee services.

Not that long ago, employee services at WSI consisted of maintaining a small list of local merchants who had agreed to offer our employees discounts and organizing the company's two annual social events (a picnic and Christmas party). Today WSI offers discounts on a wide variety of services and products throughout the U.S.

Although WSI management has come to recognize the benefit and value of employee services programs, as a small company with limited resources they cannot afford to dedicate large amounts of an employee's time to employee services. As a result, the majority of Ann's time is spent in the areas of recruitment, compensation, performance appraisals, job descriptions, 401(k) and other HR-related duties.

In today's business climate of "TQM" and "Do More With Less," Ann must make the most of both her resources and her time. One way she accomplishes this is through membership in SNESRA, which provides WSI

with "one-stop shopping" for discounted employee services and products. The time saved by not having to locate and develop these discounts on her own, more than justifies the annual membership fee. Discounts are communicated to employees in a variety of methods. Information is posted on bulletin boards, provided in paycheck stuffers, included in a monthly information bulletin (produced by another section)

and available to employees at two locations.

Ann networks with larger companies and arranges to "piggyback" on programs that WSI cannot offer on their own. This technique has worked exceedingly well and has enhanced the WSI program with a minimum expenditure of time and effort.

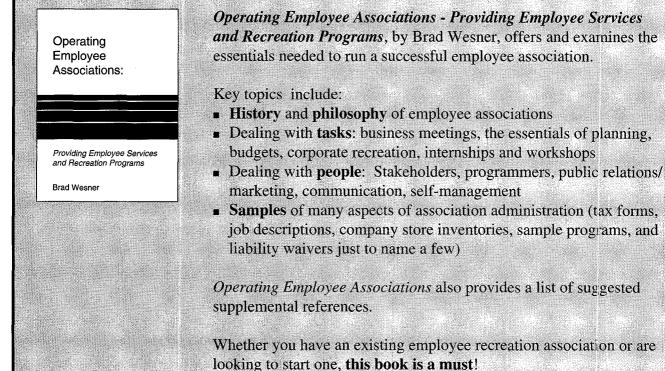
A viable employee services program impacts recruitment and retention through employee morale and satisfaction, improves the quality of life, and qualifies as a benefit provided to employees and their families.

With the goal of maintaining a viable program, even with downsizing, Ann has incorporated employee services into as many aspects of her job as possible to include recruitment, new hire orientation and employee training sessions.

With the goal of maintaining a viable program, even with downsizing, Ann has incorporated employee services into as many aspects of her job as possible to include recruitment, new hire orientation and employee training sessions. This allows her to increase awareness and utilization at the same time she performs her primary HR duties.

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# Using Promotions to Increase Store Traffic

by Mark Westergaard

here are arguments to be made that employee stores are not always the best places to hold high traffic promotions. True, but once in a while if the customers do not come to the promotion, bring it to the customers. Through aggressive steady promotions, I however, think that the masses can be consistently brought to the store. To do this, I have basically three types of promotions that I use that have worked well:

- **■** Image enhancers
- **■** Modest money-makers
- **■** True money-makers

The brief descriptions and examples that I will give on each must be prefaced with my general rules (found through much trial and error) to ensure a successful promotion.

#### 1. Keep it simple.

Have your cash registers as the only place to ring-up sales rather than an on-site vendor taking money for merchandise while your registers ring up your sales. Also, keep one, not multiple percentages off on sale merchandise. Confused customers do not spend as much and confused sellers are unprofessional.

#### **2.** Spread the word.

Use any and all available means to inform your customers (i.e. newsletters, desk-top delivered mail, posters, fliers, E-mail ...). Make sure this is done with advance notice to allow customers time to plan to purchase. And use my personal favorite form of cheap advertisement—the bag stuffer. Make sure that there is a flier that highlights the event in the bag of every customer who makes a purchase prior to the promotion.

#### 3. Timing is everything.

Quite simply, plan image-enhancers on nonpaydays, modest money-makers on days when hourly employees are paid, and true money-makers when salaried personnel are paid.

#### **Image Enhancers**

These are promotions we use purely to increase traffic and spread goodwill about our store. We do not make direct profits on these promotions, but often we generate significant customer flow and excitement and, in turn, indirect profits are realized.

The most successful/popular image enhancing promotions we have run are:

- Getting the local professional sports reps to come out to help sell our season tickets. They answer questions about seating, season schedules, individual players, etc. If there is a mascot, ask that the mascot come along. Typically reps have schedules, posters, team calendars, yearbooks and autographed photos at their disposal to give away. You'd be suprised at how many people will stand in line to register to win an autographed poster/photo of the local sports superstar.
- Having our photofinisher come out on "Take Your Children to Work Day" to take photos of children with parents to be made into buttons and given away was tremendously successful. This was very popular and it got people into the store to take the photos and to pick them up. Also, it proved a great way to sell the developing service for the future.
- Store clearance merchandise sales. I have yet to meet the buyer who never buys "dog" merchandise, myself included. Therefore,

Timing image enhancers, modest moneymakers and true moneymakers with the paydays of different level employees can increase traffic and sales.

clearance sales at, or slightly below cost are occasionally necessary. I like to make sure that everything going on sale is double or near double prior to the sale. This gives you many good options on your advertising to use key phrases like "50 percent off," "buy one get one free," and "2 for \$10" (rather than \$5 each). Set-up your clearance table(s) out in front of your store, but use the "profit circles" idea by putting high margin items on the way back to your store's cash registers and on the check-out counter to offset your lack of margin on the sale.

■ We also allow many different suppliers offering corporate discounts to come on-site to hype their program. These are typically goods and/or services that are impossible to ring up at the store (automotive services, cellular phone time and some local ticket discount programs).

#### **Modest Money-Makers**

These promotions typically are low margin and/or smaller ticket-priced goods or services. These include on-site supplier sales carrying a 10-15 percent gross margin, the promotion of various store services offered (i.e. dry-cleaning, photofinishing, video rental, etc.) and minor holiday promotions (Secretary's Day, graduation, "Take Your Children to Work Day," etc.). To date, the best we've experienced are:

- On-site sterling silver and costume jewelry sales—these generate tremendous traffic and due to the lower price points and more casual nature are best timed on days when the hourly personnel are paid.
- Percentage off coupons on store services distributed to targeted groups—one time, attach photo coupons to the dry-cleaning customers' orders (and vice versa), then next

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So, the next time you're looking for an attractive place to stay, just call 1-800-4-CHOICE and request the NESRA TRAVELERS' DISCOUNT. You'll receive a 10% discount!

Bring the kids along. They always stay free in your room. And, at many hotels you'll enjoy a free continental breakfast as well! Call 1-800-4-CHOICE today and book a room at a very attractive rate near all the attractions!





Advance reservations required, rates based on availability at participating hotels and cannot be combined with any other discount.

time send them to all new employees, the next, stand at the main entrance of your facility and greet people as you hand them out.

■ Bring in a florist to sell spring bouquets on Secretary's Day—You will see the relief in forgetful managers' faces when they see that an appropriate gift can be picked up at the last minute.

#### **\$\$Money Makers**

As promotions go, these are our bread and butter. Usually they are high-margin, high-price point, and/or extremely high-traffic sales. In this group are major holiday promos (Valentine's Day, Mother's/Father's Day, Christmas), higher ticket on-site supplier sales and store anniversary sales. The best of the best category that we have done are:

- Holiday greeting card and gift sales—all of which carry a 35-50 percent gross margin. Combine these with related on-site supplier sales to increase your product offerings and reduce risk of having leftover merchandise.
- High-ticket on-site vendor sales that carry a 10-25 percent gross such as fine jewelry and watches, framed artwork, sportswear and books. Consult your NESRA directory of affiliated suppliers and you will find several fine suppliers who are willing (and professional) to come on-site to do a sale.
- Lastly, is our store anniversary promotion(s). Although we initially opened in mid-November 1992, we use the entire month to celebrate. For this month I use a complete combination of image enhancers, modest money-makers, and true money-makers. From May to August I screen all on-site suppliers and store goods and services to find the most successful/popular ones. In November we bring back all the proven winners and it makes the whole month a frenzied success. A side benefit is that during our anniversary month the tremendous levels of store traffic get exposed to our new holiday merchandise and in turn help drive even greater December sales.

#### Conclusion

This may be an overly simplistic model and hybrid versions may need to be created, but through keeping it simple, spreading the word, and categorizing each in-store promotion and finally timing and targeting them appropriately, you can realize daily customer count increases of 10-60 percent! Even more than quantifiable gains realized, I really know that we generate excitement in our store when a customer comes

... Through keeping it simple, spreading the word, and categorizing each in-store promotion and finally timing and targeting them appropriately, you can realize daily customer count increases of 10-60 percent!

up to me during a promo and says "Geez Mark! You guys always have some different deal going....you certainly keep us on our toes."

Mark Westergaard, with over 10 years experience in retail management, is store manager for the Honeywell Employee Club in Minneapolis, Minnesota.

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## Health promotion

## Start With the Basics

by Steven Addair

"Practice does not make perfect. Practice makes permanent.

Each time you repeat something incorrect in your nutrition or your training, you are making a mistake more ingrained in your mind. So it is crucial you have the right programs before you start."

—Dr. Michael Colgan

s an employee services and recreation manager, it is important you take an active interest in the well-being of your employees. As Dr. Colgan expressed in his book, *Optimum Sports*Nutrition, everyone needs to be educated in the correct way to total fitness or they will never experience results. Don't be afraid to implement a fitness program because you don't feel you have the budget. Just remember it's quality not quantity that matters! Teaching your employees to practice fitness throughout their day can be just as beneficial as any on-site fitness center.

#### **Getting Your Employees Started**

The worst thing you can do to your employees is overwhelm them with material they will not understand. While it is your job to make sure individuals are fit, your employees have probably never been exposed to the world of wellness. Strive to help them with a lasting lifestyle change. Never go for the "quick-fix" because it will not last. To ensure this, give employees short-term goals and accomplishments so they will see progress. For example, let's say an employee wants to quit smoking, lose 20 pounds and start an exercise program. If you do not show them how to make this transition slowly and correctly, more than likely they will quit their efforts within a month.

#### Teach Your Employees the Basics

There are four items that should be a part of any good employee fitness program. First, teach your employees the importance of good nutrition. Next, explain to them the importance of a consistent exercise program for achieving and maintaining good health. Third, give your employees a program that will ensure their progress. Fourth, keep an "open door" policy with your employees and encourage them to succeed.

#### The Importance of Nutrition

Nutrition is an item that is often overlooked in many fitness programs. You would be shocked if you knew just how little the average adult knows about eating. In the past two decades the number of obese people has been one-third of all American adults. Surveys have also shown that last year 80 percent of American women and 60 percent of American men tried to lose weight. The problem is that with all the different diet programs and claims, people are confused. As an employee services manager, take the initiative to show your employees how to eat healthy and smart. Once they can recognize the realities of good nutrition their eating habits will become healthier.

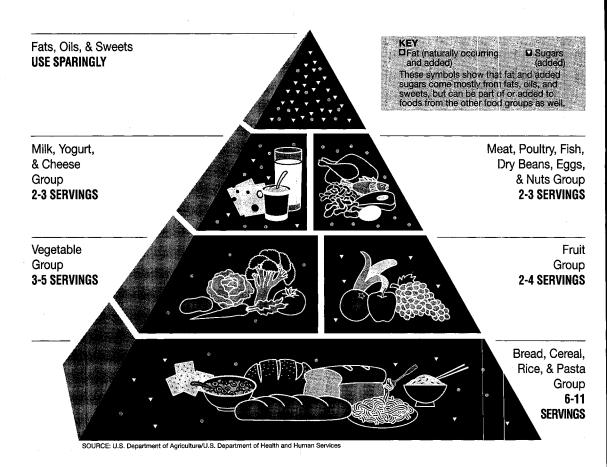
A good way of getting your employees to eat healthier is with the USDA pyramid. It's set up in a manner that allows individuals to receive the nutrients they need while keeping their fat intake down. As you will notice the pyramid is set up in a manner that allows for easy reference. Explain to your employees the sizes of a serving and they will have an easy time with this nutritional guide. A copy of the USDA pyramid can be obtained by contacting the US. Department of Agriculture.

#### Stressing the Importance of Exercise

Another important step in keeping the body fit is a consistent exercise program. No matter what the goals of your employees may be, a program of cardiovascular and strength training is a must. It has been shown that a workout program can benefit individuals by lowering blood pressure, lowering body fat,

## **Food Guide Pyramid**

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Each of these food groups provides some, but not all, of the nutrients you need. No one food group is more important than another — for good health you need them all. Go easy on fats, oils, and sweets, the foods in the small tip of the Pyramid.

To order a copy of "The Food Guide Pyramid" booklet, send a \$1.00 check or money order made out to the Superintendent of Documents to: Consumer Information Center, Department 159-Y, Pueblo, Colorado 81009.

U.S. Department of Agriculture, Human Nutrition Information Service August 1992, Leaflet No. 572 increasing bone density, lowering heart rate and creating more efficient breathing.

With the lack of funds your company has to operate a fitness center, you will have to show your employees their options to having a fitness program. One option is they can invest in home equipment. There are numerous manufacturers who put out quality equipment of all types. Contact these companies and discuss the option of buying in "bulk" at a reduced price for many employees. Then you can assist your employees in making a wise investment. They will thank you.

Another option is to encourage your employees to join a local health club. This may better suit some individuals because there are people around to give them encouragement. If you could get employees to attend the club together they can inspire each other to keep working towards their desired goal. What better way to create a sense of teamwork while ensuring the health of employees?

Some people within your company may not have the time or the money to pursue either of these options. Do not forget these people in your planning. Even if they just go out and walk a mile it will benefit them. Let your employees know that sitting on the couch every night is the worst thing they can do to stay fit. Getting out and taking a walk or jog will make them feel better.

#### Easy to Administer, Individualized Health Program

Anyone who has ever tried a fitness program knows how difficult it is to make progress without a plan. Your employees will not have the time to experiment for countless hours on what is correct and incorrect. Help them find what will best suit them.

Look into a turnkey health/fitness program, like Fitness Expert. "Fitness Expert" is a new NESRA sponsored program. This state-of-theart program is personalized for each individual employee and can be offered with little effort on your part. Your employees fill out questionnaires and send them directly to the Fitness Expert company, which will send them a step-by-step individualized fitness program. The program will be described in four easy-to-read, individualized books: A health risk assessment, a personalized nutrition program, a personalized workout program and a guide to explain all meals and exercises. The books the

employees will receive are extensive and are much more cost effective than a personal trainer. The best aspect of the program is Fitness Expert uses the questionnaires to create a lifestyle change around the foods your employee likes or exercises s/he enjoys doing. It's entirely personalized!

#### Keep an "Open Door"

As an employee services manager, keep an "open door" to your employees once they have begun their fitness program. Encourage them to give you their thoughts about the programs you have given to them. Many times if they discuss their concerns with you they will be less likely to quit.

A good way to acknowledge the accomplishments of your employees would be to try incentive programs. Design a wellness program where employees track their workouts and attend lunchtime wellness courses to earn prizes. Provide information on how many calories can be burned by doing activities around the house and exercises on home equipment or with exercise videotapes. Allow employees to keep track of how many calories they burn and offer incentives to keep employees active.

#### Take the Initiative

If your company does not have a fitness program you can start one on a small budget. Some work will be involved in getting your employees started but it will be worth the rewards you'll see in the long run. Healthier employees make for happier employees. Give them the knowledge and encouragement they need to succeed.

Steven Addair completed his student internship at NESRA Headquarters in August, 1994, just prior to receiving his Bachelor of Science degree in physical education with an emphasis on sports management from Old Dominion University, Norfolk, VA. Addair is residing in Virginia Beach, Virginia.

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Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1993-94 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.

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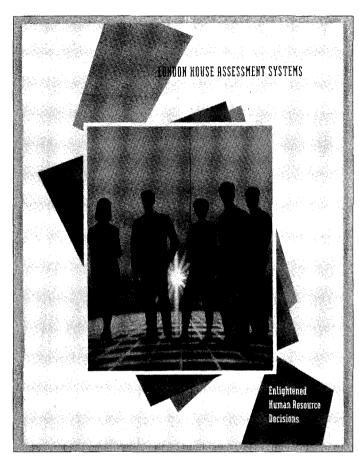
- Employee Services and Recreation: Beyond the Company Picnic

  This 22-page special report by the Bureau of Business Practice is an in-depth look at what innovative companies are doing to improve employee's quality of life. Some chapters address liability, providing the benefit of time and instilling team spirit. The report tells why many provide employee services.
- NESRA's Work and Family Report
   This 12-page booklet discusses why businesses are addressing family issues and it explains how businesses can do so by offering a variety of employee services.
- The Link Between Family Responsive Policies and Job Performance:

  A University of Chicago Study of Fel-Pro Incorporated

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- Internship Opportunities Handbook
   Great for students looking for internships or companies wanting to compare their internship programs.
   Provides a list of companies offering internships, their length and skills requirements and identifies whether or not payment is given and amount of payment.

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## Candid corner

## This Is How We Never Stop Learning

NESRA recently presented some of its members with these questions. In today's workplace what is the value of continuing education to ES&R managers? How do you continue your education? Here's what they said.

by Summer McKee

Anita Spoor, director of athletic club, University of Rochester Medical Center, Rochester, NY, explains, "Education is absolutely essential! Continuing your education keeps you stimulated, refreshed and funneled into new ideas. It also helps in maintaining greater responsibilities, adapting to new changes and creating new ideas." Anita continues her education by, "hosting seminars for other employees, participating in management development programs, reading trade literature and by attending the Total Quality Management seminar in July."

 $\blacksquare$ 

Allen Urich, assistant director, BMY
Recreation Association, York, PA, states,
"Education will help with the all-changing
field of ES&R. It gives a vision for the future." He continues his education by, "getting
his masters in health education, reading three
to four periodicals weekly, and publishing at
least one article per year."

 $\blacksquare$ 

Julie Cole, specialist associate relations, Subaru-Isuzu Automotive, Lafayette, IN, explains, "Continuing education allows ES&R managers to keep up with technology, the many changes in the workforce, the newest trends and many exciting innovations that come about. It also helps in finding out the needs of the workforce. Education keeps employees more focused and healthy, not stagnant." Her company encourages continuing education by reimbursing

associates with \$1,000 per calendar year for classes at Purdue or nearby community colleges. Recently the company has invested in a satellite dish for on-site college courses through the satellite network.

 $\blacksquare$ 

Roger Lancaster, general manager of USDA ES&R Association, Department of Agriculture, Washington, DC, expresses, "Continuous education keeps you up-to-date with what is happening around you. He feels the moment you get behind you've lost. Education helps organizations be in the front, just where ES&R managers need to be." Roger continues his education by, "reading, attending workshops, conferences, and reading Employee Services Management and INC. magazines."

 $\blacksquare$ 

Jeff Asmus, director of employee services, Texins Association of Texas Instruments, Dallas, TX, states, "Education is not an option, continuing your education is a must so you won't fall behind." Jeff continues his education by, "currently working on his masters degree in counseling so he can better handle staff and volunteers within ES&R. Each year at Texins, employees must complete 40 hours a year in computer and people skills. This keeps people moving up."

Summer McKee served her student internship at NESRA Headquarters. She received her bachelor of arts degree in hospitality management from Western Carolina University, Cullowhee, NC. She now resides in Dallas, Texas.

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-Patrick Stinson, NESRA Executive Director

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## **NEWS**

## IN BRIEF

## ▼ Getting Away From It All

M any employees check their voice mail from pay phones, or retrieve faxes at hotel front desks, or carry beepers beachside while on vacation, says *The Wall Street Journal*.

Is there any place work can't follow us anymore? Combine portable computers, pagers and cellular phones with job attitudes ranging from self-important to insecure, and the result is a society that can't get away.

Adding up work hours, employees typically spend about one month more on the job each year than they did two decades ago, according to the book, The Overworked American: The Unexpected Decline of Leisure. In a Hyatt survey three years ago, most executives and managers reported that their offices knew where they were at all times during their vacations and nearly half resented having to call in.

## Promoting Creativity

N inety-four percent of executives surveyed said companies are encouraging more innovative

thinking on the job than they were just five years ago, reports Robert Half International Inc. Executives were asked: "Compared to five years ago, would you say companies are doing more or doing less to encourage employees to be creative and innovative?" The results: More—94 percent; Less—3 percent and No change—3 percent. Companies are becoming much more progressive and proactive in their approach to creativity, not just to satisfy their employees, but as a competitive weapon.

## On-The-Job Eye Stress

S ome optometrists are saying that technology and job tasks are putting stress on workers' eyes, reports the American Optometric Association. The organization's concerns are:

- correcting minor vision problems that once could be ignored but now, thanks to computers and other technology, frequently interfere with job performance.
- providing job-specific prescription eyewear.
  Because workers use their

eyes at different distances and for varied tasks, most can no longer get by with one all-purpose pair of glasses.

meeting new eye safety demands. Lasers, power equipment and the broad use of chemicals increase the need for new and better eye safety equipment.

Environmental factors, such as ultraviolet radiation, also pose special eye safety needs for outdoor workers.

Symptoms of eye problems include frequent squinting, tilting the head, a tense body position when working, headaches, tired eyes, blurred vision even if it's only at the end of the workday, body aches and pains, an irritable disposition, carelessness and mistakes.

## ▼ Work At Home Becomes Firing Issue

A fter a company decided to implement a policy requiring hundreds of its sales employees to work from home, an employee who refused to comply with the policy was fired, says *Issues in HR*.

The company provided its sales staff with cellular phones, beepers and laptops

## Paying Extra Saves Money

By adding a little extra to your monthly mortgage payment, you can save thousands of dollars in interest costs and reduce the term of the loan, says *Nation's Business*. With a 30-year, 8 percent mortgage of \$150,000 and paying \$50 a month extra, you'll save \$44,149 over the life of the loan, and you'll reduce the term of the loan by 4-1/2 years. By paying \$100 a month extra, you'll save \$72,952 and reduce the term by 7-1/2 years.

Some mortgage companies' coupons contain a line for indicating extra payment amounts. If your company does not, enclose a note stating you want the extra amount to be applied to the principal.

so they could work while on the road to better serve customers. Although employees were provided with office supplies, furniture and equipment, the company established a policy not to pay for the use of home offices.

The employee had expected to be reimbursed for the use of office space, homeowner's insurance coverage and other overhead expenses.

Since not all workers will prefer or even find it convenient to work from home, employers who do establish policies requiring employees to do so may encounter objections similar to those raised by the employee who was fired.

## Restructuring Affects Women Differently

uring restructuring, effects on men and women likely differ because women have the major responsibility for household work and because men and women are segregated by occupation, reports The University of Michigan.

Specific challenges faced by women workers:

- Women lose jobs less often than men, but are unemployed longer and are less likely to find new work in manufacturing.
- Women are more apt to leave the labor force altogether after becoming unemployed.
- Advance notice of layoff and job search assistance play a greater role for women than men in finding new employment.

- New technology has negatively affected women's employment in some occupations.
- Increased subcontracting and the use of more temporary and part-time labor also have a negative impact on women workers, forcing an increasing number of them to hold more than one job.
- The character of the female workforce has influenced the kind of industrial restructuring that has taken place.

## V Dress Codes Come Undone

ore corporations are exchanging their formal business suits for casual khakis and cotton clothes, says *Fortune* magazine. The NPD Group, a market research firm in Port Washington, NY, has found that morale increases in 61 percent of workers who are permitted to dress casually.

## After Cardiac Arrest—Exercise

P eople recovering from cardiac arrest should refrain from driving for several months, but that's no excuse to give up reasonable exercise, says a Stanford University cardiologist. People who have recently suffered cardiac arrest are at risk of a recurrence and should not drive or perform other activities, for example, operating heavy equipment or boating, that could result

in injuries to themselves or others if they lost consciousness because of a

recurrence.

The amount of time a person should stay away from the driver's seat after a cardiac arrest varies, depending on overall physical condition, the seriousness of the incident and the recurrence of symptoms.

Cardiac arrest isn't caused by physical activity, so survivors aren't

significantly more likely to have a recurrence while they are exercising than at any other time. A reasonable fitness program approved by the patient's physician—brisk walking, jogging, swimming or similar activities—is generally beneficial after

hospitalization.

## Employers Reduce Absenteeism

Unscheduled absences among American workers rose 9 percent in 1993, costing American companies and not-for-profit organizations as much as \$750 per employee last year, according to the 1994 Absenteeism Survey sponsored by CCH Inc. Only large employers with 500-599 employees managed to decrease absenteeism, while mid-size companies had the most absences. Government agencies continued to report the highest rate of unscheduled absences.

The high cost of unscheduled absences varied depending on the size of the company involved. The average cost-peremployee was highest in organizations with 250-499 full-time employees (\$563 - \$750) and lowest for organizations with less than 99 full-time employees (\$135-\$267).

The study found that government agencies reported the highest average rate of unscheduled absences (2.98 percent), while the retail/wholesale industry had the lowest with just 1.3 percent.

Rounding out the field was the manufacturing industry with 2.5 percent, finance/banking with 2.3 percent, health care with 2.3 percent, service with 2.25 percent, government and utilities with 2.9 percent and universities with 2.6 percent.

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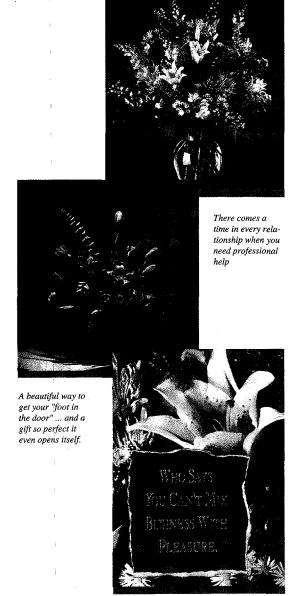
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# NESRA'S Strategic Long Range Plan

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NESRA and the ES&R industry is
created. In 1989 and again in 1993, a
questionnaire was designed and mailed to a 20
percent sample of NESRA members. Many of
the 1989 questions were repeated in 1993 for
comparison purposes. The return ratio of 35

percent in 1989 and 43 percent in 1993 provided a reliable and valid measure of the challenges being faced by the members, along with feedback on current and potential products/services and perceptions of NESRA and the industry.

Based on the results of the survey and insights from experts in the field of ES&R, NESRA presents its Strategic Long Range Plan that includes vision statements in bold followed by objectives. Get a new perspective on your field with NESRA's Vision.

## Vision 2004

## Employee services and recreation is a strategic component of business.

- Develop a presentation on employee services and recreation and solicit related organizations to include it on their educational programs.
- Set up teams of NESRA members that will visit academic institutions to promote employee services and recreation.
- Publish a textbook on justification and value of employee services and recreation.
- Increase organizational membership by 2 percent per year annually.
- Establish a resource database containing employee services and recreation information that can help members to be more efficient.
- Appoint a task force to investigate the feasibility of NESRA top employers' award programs.
- Conduct primary and secondary research to prove the benefits of employee services and recreation programs on an ongoing basis.
- Appoint a task force to learn the objectives of business and how employee services and recreation relates to them.
- Develop a tool that members can use to get better employee participation in employee services and recreation.
- Develop a public relations plan for getting wide coverage and publicity on the textbook promoting employee services and recreation and implement before the book is published.
- Develop a media list of publications that are logical outlets for NESRA information and implement program to establish good relationships with them.

## **NESRA's Vision 2004**

## NESRA has the financial resources to significantly expand its services.

- Develop and implement a fund-raising plan for the Foundation.
- Investigate the opportunity for more aggressive investment practices of excess funds.
- Publish and sell new publications that will increase revenue.
- Develop and sell software packages for employee services and recreation programs.
- Develop a product/service that can be offered to the employees of members.
- Utilize 1993 Needs Assessment to develop product/services targeted for needs of multihatters.
- Maintain the dues increase plan on an annual basis.
- Charge a fee for reprints of magazine articles.
- Market *Employee Services Management* magazine subscriptions beyond NESRA membership.
- Investigate the opportunity to increase membership categories.

## NESRA has a viable resource database that can be utilized locally by all members globally.

- Contact potential software partners who could create the database and provide technical support.
- Conduct a study of NESRA technological needs and report upgrade and staff training.
- Develop a plan for informing and getting feedback from members and enlisting their cooperation in the database project.
- Conduct a survey of members and potential members in 1996 to establish what the demand would be for this database.
- Conduct research to determine the technological, financial and manpower requirements for operating the database service.

## NESRA has negotiated national discounts that can be accessed through a NESRA card.

## NESRA has partnerships with other organizations to provide products and services.

- Identify and contact other organizations (public and private) who are potential partners to sell products and services and explore opportunities.
- Explore the opportunities to identify/form coalitions with organizations that share missions/goals/objectives that further NESRA's agenda and report to the Board on an as-needed basis.
- Contact appropriate related organizations and alert them to the possible need to "lobby" regarding the wellness aspect of the new health care reform.

## Twenty percent of all businesses with 250 or more employees utilize the products and services of NESRA.

- Increase organizational membership by 2 percent per year annually.
- Monitor potential special interest groups in employee services and recreation and make recommendations for action when appropriate.
- Examine all services that were rated less than 3.0 on the questionnaire and make recommendations of what actions should be taken on each.
- Explore the possibilities to provide opportunities for diversity and cultural differences at the worksite and report recommendations.
- Develop guidelines for establishing a quality employee services and recreation program.
- Expand the program covering community service activities
- Submit one employee services and recreation article to SHRM for publication in the "Student Newsletter."
- Appoint a task force to investigate the appropriateness of the NESRA name and report recommendations.

## NESRA provides packaged turn-key employee services and recreation services to small firms and/or groups of employers.

■ Appoint a task force to study the concept of this component and utilize the above analysis for input.

## Employee services and recreation is included in the curriculum of college/university programs where it is applicable.

- Establish working relationships with the Small Business Association, Building and Office Managers Association and the Chamber of Commerce regarding services to small businesses.
- Conduct a survey of how members service remote sites.

## NESRA serves employers globally.

- Conduct a feasibility study of the potential for global operations.
- Study other associations that have established global operations and inform the Board of the findings.
- Survey current known global operations members to determine what needs they have for non-domestic employee services and recreation.
- Survey members to determine which ones have global operations and how they administer them.

### **NESRA** operates care centers for families.

## NESRA is aligned with community service activities.

## NESRA belongs to coalitions to promote its political agenda. 🖄



## **ANYWHERE**

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NESRA and Alamo team up to give your employees discounts on both business and leisure travel. Alamo will provide you, at no charge, with Special Employee Discount Cards and Coupons. To order your complimentary supply, contact NESRA Representative, Kathleen Nisbet at 1-800-328-8018 extension 3116.



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## Newsletter Network

## The Value of an Employee Newsletter

by Arlene Hodges Editor, *The Copper Courier The Communicator* Outokumpu American Brass Buffalo, NY

he newsletter should strive to inform and educate its readers; reinforce the organization's mission and values—and strive to respond to current issues and interests of its readers.

Because the employee newsletter is generic, it can focus on the organization it represents; activities or events that impact or enhance that business, as well as report the achievements of the individual employee and/or the organization as a whole.

The employee newsletter also provides a unique opportunity to enhance morale and recognize team, or individual achievement. In other words, it provides an opportunity to recognize people that might not otherwise be recognized, and as a result, promote goodwill.

One of our on-going newsletter segments is a page entitled "Everyday Heroes" wherein we highlight special achievements of employees on the job and/or in the community. We have received a great deal of positive feedback on this column.

Furthermore, I am reminded of a recent article published in our newsletter that focused on an employee's remarkable craftsmanship in creating and building model ships. As we did the interview, we realized that this quiet, unassuming man was a gifted artisan. But his co-workers never realized how talented he was until they read the article and saw photos of his creations.

Not long after the publication came out, the employee came to my office literally beaming—and said: "Nobody really knows me because I'm rather quiet and shy, but since the article appeared in our newsletter—I'm feeling like a V.P.!"

Need some new ideas for your newsletter? Or ever wonder why you have a newsletter in the first place? This mini-network will give you a sample of what others include in their newsletters and you'll find some more useful information.

## Newsletters Tell a Lot About Employee Activities

Submitted by Maureen Burke Blue Cross/Blue Shield of Texas Richardson, Texas

ur two major vehicles for getting program information to employees are our quarterly program schedule and the company newsletter, *Advances*. Each piece serves a slightly different purpose.

Our quarterly schedule lists all programs, class descriptions, courses and special promotions that will be offered during a 12-week period.

Registration information, dates, times and locations are listed. A "calendar of events" is also included. This is our most detailed and comprehensive communication piece.

The Advances is a company-wide newsletter, which includes a section, "Healthbeat," to promote the health and fitness activities. "Healthbeat" may include promotional articles for special events, recipes, general health/fitness articles, highlights of titles in our health library and "Have You Heard" bullets.

A listing of typical categories within each of these pieces follows. These categories may vary according to available space and department needs.

## **Newsletter Categories**

- Did You Know?/Have You Heard?
  - Brief bullets of new or unusual health-related facts.
- Recipe of the Month
- Ask Alice: The Dietitian is In
  - —Question & Answer format for nutrition topics
- Club news
  - —Meetings, trips or events sponsored by the hobby and sports clubs
- Special event promotional pieces
- Testimonials
  - —Success stories about

## Being Close To All The Attractions Makes Us An Attraction.



Many Comfort, Quality, Clarion, Sleep, Econo Lodge, Rodeway and Friendship Inns, Hotels and Suites are close to all your favorite attractions: Walt Disney World, Disneyland, Las Vegas, Washington D.C. and more!

So, the next time you're looking for an attractive place to stay, just call 1-800-4-CHOICE and request the NESRA TRAVELERS' DISCOUNT. You'll receive a 10% discount!

Bring the kids along. They always stay free in your room. And, at many hotels you'll enjoy a free continental breakfast as well! Call **1-800-4-CHOICE** today and book a room at a very attractive rate near all the attractions!





Advance reservations required, rates based on availability at participating hotels and cannot be combined with any other discount.

employees who have made positive lifestyle changes (weight control, cholesterol reduction, etc.)

- Check it Out!
  - Features titles and brief descriptions available from the book and video library
- Quarterly Scheduled Categories
  - —Staff Listing
  - —Fitness Center Hours
  - —How to Register for Classes/ Registration form
  - —Special Events: Company Walk, Hobby/Sports Club Open House, Health Fair, etc.
- Lunch 'N Learn Seminars
  - —Topics include nutrition, parenting skills, cholesterol education, etc.
- Lifestyle Enhancement Courses
  - —Topics include CPR, first aid, stress management, etc.
- Health Screenings
- Fitness evaluations and blood screenings
- Healthy Baby Classes
- Club Listing and Descriptions
  - —Ski Club, Scuba Club, Bridge Club, Gardening Club, etc.
- Calendar of Events/Calendar at a Glance
- Fitness Center Activities
- May include cardiovascular challenge or bench press contest, Exercise Class Descriptions Exercise Class Schedule.

## Consolidation Could Enhance Image

by Sandra Hinzmann SRI International Menlo Park, CA

omputers have revolutionized company operations, including activities' newsletters. "Desktop publishing" is in! But there's more to the transition of newsletters than just the computer. The recognition of the importance of recreation to employees' health and well-being has led many companies to supplement volunteer organizations with paid recreation staff.

## **The Distant Past**

About 16 years ago, staff activities at SRI were primarily a volunteer organization and the newsletter likewise done by a volunteer. Each ticket, discount card, item or trip was handled by a different person. If you were going to Southern California, for example, you would need to visit different staff members for a Magic Kingdom Club card, a Knotts Berry Farm card, or a Universal Studios card. The newsletter reflected this atmosphere. At that time, the SRI "Staff Activities News" consisted of eight pages. The archaic typewriter was the prime instrument of execution. The format, two columns per page, consisted of the following:

- 1st page—longer articles about the latest featured activities, events, programs, special sales, trips.
- 2nd-4th pages—short articles about previously advertised activities, etc.
- 5th page—trips
- 6th page—"Discount Corner," a description list of local discounts available, the percentage of the discount and how it could be obtained.
- 7th-8th pages—Order forms for each of the activities or purchases and the person to whom they should be sent.

## **The Recent Past**

As computers allowed more creativity and as economic times were changing, the newsletter evolved into a four-page issue. It contained the same information in abbreviated form but excluded the order forms. The desktop publishing was and is done by a part-time employee whose primary job is creating newsletters, flyers, brochures, etc. Articles are collected from

(Continued on page 14)

## Publishing *Focus* at DuPont

by Karr Shields Conaty Activities Coordinator, *Focus* Editor/ Designer

he Focus is published by The Du Pont Country Club in Wilmington, DE. It is the Club's vehicle to disseminate information to members. It is also a marketing tool used by the club to promote our dining rooms, banquet facilities, activities and sports facilities. The

primary audience of the *Focus* is the membership. Secondary audiences include the DuPont Company and the general Wilmington community, who may be interested in using our facilities. The paper has wide appeal to area sports enthusiasts, the socially active sector and those concerned with community current events.

The Focus is issued every other month and is a four-page black and white newspaper with halftones. Circulation is over 8,000. Articles include sports news, dining highlights, upcoming events and general interest stories. Regular features include the golf, dance and travel schedules, Golf

(Continued on page 16)

## **Consolidation** (cont.)

volunteers, as well as from information, tickets, etc., available in the Browsing Room (Activities Office). The important details are written with, perhaps, a sentence or two describing it. Printing is done inhouse and distributed to all staff members.

During this time, SRI also had two other publications. *Highlights*, a one-page, two-sided newsletter, was designed to inform staff about issues concerning the work environment, such as fitness classes, noon programs, training sessions, notes from the president, the financial status, etc. It was published every two weeks, alternating with the Staff Activities News. The second publication, *Trading Post*, (one page, two sided) contained ads—Stuff 'N Things, For Sale or Rent, Bits & Bites, Child Care, Wheels & Boats, Pick A Ticket,

Bulletin Board, Wanted, Vacation Rentals, and Pet Department. The ads were free to staff and, again, distributed to everyone each month.

### The Present

The economic trends of the time have affected SRI as well as many other companies in the area. "Rightsizing" has reduced the staff from over 3,000 about 16 years ago to 2,000 today. How can you get more with less? Our answer was consolidation. The three publications mentioned above were combined into a four-page newsletter. The new issue is called *Scene at SRI* and is printed every two weeks. The format is as follows:

■ 1st page—Feature article about corporate issues. A calendar on the right side lists special offerings for

about a two-week period. Other articles are generally related to transportation, security, research, classes, etc.

- 2nd page—Articles in "Focus on Fitness," "Training Opportunities," "Computer Classes," "Security News," "Safety Speaks," "Library Notes," and other less specific categories.
- 3rd page—"Staff Activities News" contains several short articles about tickets for sale, events, new magazines (Consumer Reports and its Travel Newsletter are both well used), special sales, or craft classes. The "Discount Corner" is the same as mentioned above. "More To See And Do" is a list of shows or events that are going on in the area. In our Browsing Room is a folder containing all information listed in this section. Although our Activities Office does not handle these events,



## **Carnival Cruise Lines**

### **Fantasy**

March 30-April 2

One free for every 10 passengers. July 23–27

## Southern Caribbean Fascination

July 15-22

Oct. 21-28

Nov. 18-25

### Western Caribbean Tropical

Aug. 25-Sept. 1

One free for every 10 passengers.

### Sensation

Oct. 8-15

One free for every 10 passengers.

### Eastern Caribbean

May 20-27

One free for every 10 passengers.

## Ecstasy

June 26-July 30

Miami-Key West-Cozumel

## **Charm City Travel** 1-800-765-8687

Other dates & ships available upon request.

there are frequently discounts available through order forms. "Yours For The Taking" is a list of brochures, magazines, newspapers or pamphlets that may be taken. These are generally obtained at no cost to us. They include a boating magazine, bed-and-breakfast booklets, wine country guides, local restaurant guides, county farm and recreation information, and *Parent Magazine*.

■ 4th page—Tickets currently being sold are listed. Services are noted—photo developing, dry cleaning, auto detailing, etc. Logo items are listed. The "Trading Post" has been greatly shortened. Rather than free, it now costs staff \$2 to place an ad. This helps pay for the cost of the desktop publisher.

### The Future

Change can be used to our advantage. People are usually curious about something new. Long trips are not as popular as they once were. Some ticket sales have slowed. People are staying closer to home. There is a focus on health and the environment. What does this say for the future? It may be time to make a change! Don't wait for downsizing to force the change. The next step is up to you.

## **Author**

Sources

If you are looking for sources for your stories consider the following sources that will provide articles in turn for exposure to your employees.

- Associations
  - -NESRA
  - -Health

Associations

- —Community
  - Associations
- -Safety Associations
- Associate Members/ Suppliers
  - Be sure to request objective information
- · Visitors & Convention Bureaus
- Speakers Bureaus
- · Conference Programs
  - -Speaker source
  - -Author source
- · University Professors
- Park Districts

## A STEAM TRAIN JOURNEY TO THE GRAND CANYON!



Save up to 30% with NESRA Employee's Program

Travel by authentic steam train from Williams, AZ to the breathtaking Grand Canyon. Experience the history of the West and leave the driving and parking worries behind.

- Save 10% on round trip coach for the entire family!
- Save 20% on groups of 20 or more!

## Save up to 30% on the NESRA Family Getaway Package!

Includes round-trip train, overnight lodging, continental breakfast, 2 for 1 dinner and more, starting at only \$169 for two adults and two children 12 and under.

Call 1-800-THE TRAIN for reservations.

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393-2885ex328

## Publishing Focus (cont.)

Tips and Rule Refreshers from the Pro, our Great Shots, Tennis Highlights, monthly Grille cafeteria menus, fine dining events, entertainment schedule, upcoming activities and sports competition results.

Many of the articles are written by committee publicity chairs or members of club staff. My main objective is the layout and production of the paper. I also take many of the photographs. The paper is delivered by third class bulk mail to over 6,000 homes; labels are generated here at the Country Club via our Membership/Accounts Receivable database. It is also distributed to the lobby or reception areas of various Du Pont sites and with all perspective new member packets.

This year the body type is Lucida, heads are Barmeno and name plate is Bondoni. I usually change the fonts every January. The body type is justified while the heads are left justified.

I use desktop publishing to typeset and lay out the *Focus*. My software includes Aldus Pagemaker 4.2, Aldus Freehand 3.0 and various electronic clip art packages such as Image base. My system is a Macintosh IIx with an 80 meg hard drive, with 20-inch Radius color monitor. I use a flat bed Hewlitt Packard black and white scanner to scan artwork but photos are scanned at the Du Pont Printing and Publishing Facility in Boothwyn, PA where it is also printed and prepared for mailing. I print proofs on a 300 dpi Apple®LaserWriter NTX.

The *Focus* is then delivered to the printer on a 3.5" diskette. It is then printed on 70 lb. Cougar paper, folded, labeled and delivered to the Post Office.

I prepare many other means of communications here at The Du Pont Country Club, but the *Focus* is our signature publication.



Join the hundreds of companies offering deluxe discounted vacation packages as a great employee benefit. Our vacation program is cost-free to your company, effort-free because we handle everything from start to finish, and hassle-free for your

employees to use with our "one-call-does-it-all" reservation service. Your **employees** 

can realize substantial savings (up to 40%) when they travel to Orlando (WALT DISNEY WORLD RESORT®), Anaheim (Disneyland® Park), Las Vegas, and other popular destinations.

For more information on this great morale-building employee benefit, call **1-800-523-6116** and ask for our marketing department, or simply complete the form below and return by mail to **P.O. Box 167**, **Kaysville**, **UT 84037**, or fax to (801)546-6472.

- Please send me more information on this cost-free,
- effort-free and hassle -free morale-building benefit!

•	Name .	 		 
	Title _	 		 

- Address \_\_\_\_\_
- State \_\_\_\_\_ Zip \_\_\_\_\_
- Phone \_\_\_\_\_\_
- No. of employees \_\_\_\_\_
- For every vacation package purchased
   by a NESRA member and its affiliates,
   Get-Away Today will donate a portion
- of the purchase price to the NESRA Education and Research Foundation.

## Look for Savings When Planning A Cruise

aving your employees money on their travels will have long-lasting benefits. One of the easiest travel programs to arrange is a cruise. If you work with a reputable travel agent much of the paperwork is done by the agent and the cruise line. When choosing a travel agency, make sure they are financially sound, since they will be holding your deposit monies.

Valerie Webb, Federal Express Employee Association Coordinator, Memphis, TN has planned many cruise trips for her employees and likes the easy planning. "I need to ensure that I have the employees' names, monies and their departure airports—the cruise line takes care of everything else. Also, a group can receive some great discounts from the cruise lines." The cruise line is responsible for getting your employees from their departure airport to the cruise ship. For the first trip, try to have a travel agency representative help you at the destination airport. "Sometimes it gets hectic. It's nice to have someone help you get the employees to their luggage, on the bus and then on the ship," said Webb.

When planning your cruise travel program, contact your travel agency six months in advance of the time you'd like to cruise. Have the agency find out from the cruise lines the dates with the best prices.

After you've decided on a destination and cruise line you need to inform your employees of the trip. The cruise line can provide you with brochures about the ship and the ports of call. Don't forget to advertise the trip in your employee newsletter, electronic mail and bulletin boards. The travel agency will need to reserve a block of rooms for your group with a



deposit. This deposit will be credited to the room. Reserve more rooms than you may need, because it may be difficult later to acquire additional rooms. You can return the bookings on any unused rooms at a set time before departure.

When the cruise line gives you a price it will be based on a minimum cabin category and a number of inside and outside cabins.

Start accepting the employees' deposits and booking forms six months in advance of the cruise's departure. Deposits will be turned over to the travel agency.

After Valerie Webb receives the booking forms and deposits, she enters the information into her computer. "I then send the employee a welcome aboard letter that lets them know when the final payment is due (usually 60-90 days before sailing) and travel tips. I get these tips from the cruise line. It tells the employees about wardrobe, the ports of call and the proof of citizenship needed," Webb commented.

After you have all the final payments in, you turn the money over to the travel agent. Allow extra time between when the travel

agent needs the final payment and when you tell the employees. "I'll take bookings, if I have room available, up to the final payment date. But, these trips sell out fast, so everyone knows to book early. I offer a payment plan for the employees if they can't come up with a lump sum. But the day the final payment is due, all money must be turned in to me. The cruise line will drop any rooms not paid-in-full," explained Webb.

Additional bonuses given by the cruise lines make this travel program even more beneficial. Most cruise lines will give you a free room for a certain number of rooms booked. Webb takes the monetary value of these rooms and offers free credits to the employees on the ship for bar or photograph credits or T-shirts from the cruise. "You could do a drawing to give away one of the free rooms. I like to give the

credits because I feel the whole group worked towards the free passages so everyone should benefit," said Webb. "The cruise lines will also give a complimentary bon voyage cocktail party to groups."

The cruise lines usually offer several shore excursions per port of call. Webb, however, plans to contact the tourism boards for the ports of call directly and arrange a tour for her group to further realize savings.

"The best part of a cruise for the employees besides the great price is being with people they know they'll feel comfortable with. Even though many of the employees don't know each other before they get onboard, they are part of the group and have a sense of belonging," concluded Webb.

## Questions to Ask Before Booking a Cruise for a Group

by Bernadette McLoughlin

When organizing a cruise for your company or association, there are several important questions to ask your cruise line representative. Your goal is to obtain the best price with the most added amenities for the members of your group. To make your group cruise successful and FUN for everyone be sure to ask the following questions.

- Will the special group rate apply if the actual number of cabins sold to the group falls below the number of cabins projected?
- 2. Will all cabins be in the same category?
- 3. Can the group be upgraded to a higher cabin category?
- 4. Are all taxes and port charges included in the price?
- 5. Will group members need passports?
- 6. Is trip insurance available, and is it included in the price?
- 7. What is the cruise line's cancellation policy?
- 8. What is the cruise line's group coordinator policy? Is the coordinator eligible for a free cruise and/or airline ticket?

- 9. Can the group get block space seating for meals in the dining room?
- 10. Can exclusive cocktail parties be arranged for the group, and would the parties be included in the price?
- 11. What is the cruise line's tipping policy?
- 12. Are there formal nights during the cruise?

When promoting the cruise to your group, be sure to highlight the many features and benefits of a cruise, such as seeing many ports in one vacation and, best of all, having meals, entertainment and activities included in one price!

Cruising is a great way to vacation with a group. Members can participate in activities together, as well as take time alone to relax and enjoy the calming sea breeze.

Bernadette McLoughlin is leisure marketing executive for Free Spirit Vacations by Rosenbluth International, which is a vacation and cruise program for employees and retirees of Rosenbluth International's corporate client companies. For more information about Free Spirit Vacations, call (215) 977-4709.

## Tips for Planning a Cruise

submitted by Veronica Northcutt

When planning a cruise for employees, The Cruise Shop recommends you:

- Tell your travel agent about your employees' experience with cruises. Are they first-timers? What type of cruises have they been on in the past?
- Tell your agent what your group liked about its last trip and what it didn't like. Explain what activities they like to do. Don't book a seven day, seven-port cruise if your group's idea of paradise is to bask in the sun, read a good book and do almost nothing at all. By the same token, don't book a really laid-back cruise when your group wants to be on the go all the time.
- employees will want to dress up. Most cruises today are not dressy affairs. On a seven night Caribbean cruise, there are two formal nights. Jacket and tie required for gentlemen and cocktail dresses or dress pantsuits for ladies. Casual attire is appropriate for other evenings. Breakfast and lunches offer dining room service (no bathing attire allowed) or buffet style on deck is very casual. Some ships are a little more formal than others.
- Determine what ports of call your group wants to visit. If you want your cruise itinerary to include 'Shop till you drop' islands in the Caribbean, San Juan, St. Thomas, St. Maarten and Martinique would be a good choice. If your group is interested in diving, magnificent beaches, snorkeling and souvenir type of shopping consider the Caribbean as well.
- Consider the cabins you make available. Location on the ship is important, mid ship being the most

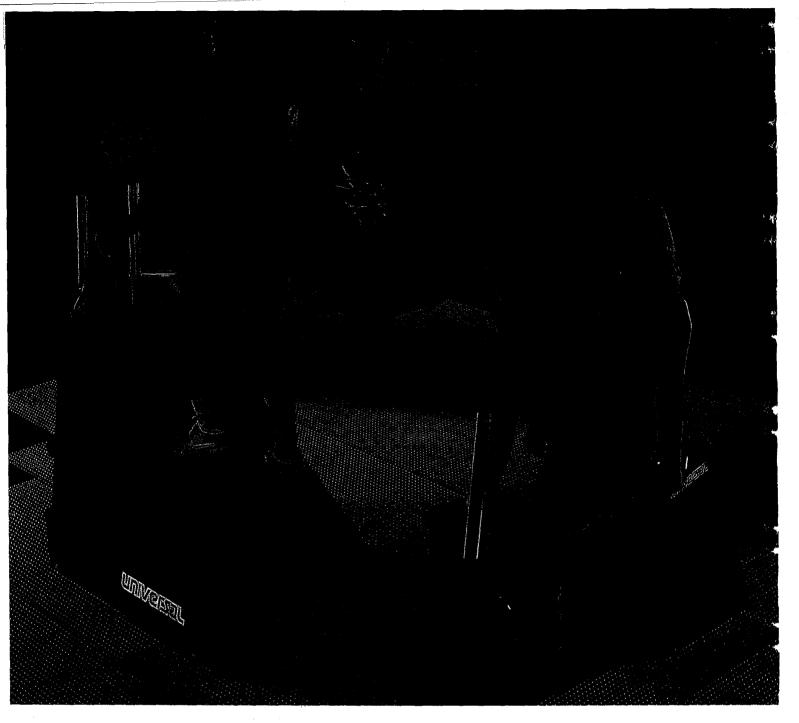
stable. Inside staterooms have no windows and are priced lower than outside staterooms that have portholes or picture windows. When putting a group together, always offer both inside and outside staterooms.

■ Evaluate all the other activities available on the ship. From daily walkathons to late night dancing. Las Vegas type entertainment, huge casinos, fantastic public rooms, shopping, libraries and cozy nooks and crannies can also be available. Talent shows, game shows, horse racing and much more are offered on most ships. Ask when daily bulletins

are distributed. Also ask and make employees aware of how often meals are served. On cruises, meals are exciting events as casual as a buffet style out on the deck for breakfast and lunch to formal nights.

Veronica is cruise specialist and manager of the Cruise Shop in Downers Grove. Call Veronica for more information (708) 963-7447.





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To Enhance Your Programs

# NESPAS 1995 DUYERS GUIDE SERVICES DIRECTORY

NESRA'

## Using Your Buyer's Guide and Services Directory

## **Keep This Issue For Quick Reference**

This *Buyer's Guide and Services Directory* is a tool to help you begin, improve or expand your employee services and recreation program, including your employee store. It is an annual listing of NESRA National Associate Members printed in **BOLD** along with listings of NESRA Local Associate Members and other suppliers who purchased space in the directory. This directory was developed with information including prices and descriptions which were furnished by the National Associate Members/suppliers themselves.

This Buyer's Guide and Services Directory contains listings as of October 1, 1994. Listings and offerings may change throughout the year. Updates of new Associate Members are listed regularly in Employee Services Management's Buyer's Guide Update. Use each Buyer's Guide Update as an appendix to this guide.

Read through the *Buyer's Guide* to see what is available to you and your employees, call the contact listed to receive more information about his/her product/services. Always identify yourself as a NESRA Member when calling and in some cases, the Associate Member may furnish a NESRA identification number to your organization, when this is the case, also use your company's assigned number.

To enhance the use of this *Buyer's Guide*, we provide the following quick reference which contains the 10 categories of suppliers, the page the category begins and a description of the products/services found in that category:

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## Awards/ Recognition Gifts

## Amateur Athletic Union (Presidential Sports Award)

P.O. Box 68207 Indianapolis, IN 46268 (317) 872-2900 Contact: Tom Leix Jean Ann Ruppel

The President's Council on Physical Fitness and Sports challenges your employees to earn its Presidential Sports Award. The program motivates individuals to participate in fitness-oriented activities on a consistent, long-term basis. The award can be earned in 67 different categories and anyone age 6 or older is eligible to participate.

## Awards by Kaydan

221 Depot St. Antioch, IL 60002-1508 (708) 395-2900 Contact: Kathy Drever

Bennett Brothers, Inc. 30 E. Adams St. Chicago, IL 60603 (312) 621-1626 (312) 621-1669 FAX Contact: Bob Switalla

Bennett Brothers' Choose-Your-Gift program offers 13 price levels, \$16-\$1,000, with 40 or more selections in each level. Full-color gift books, complete report on all redemptions, prompt fulfillment and refund for unredeemed books—make Choose-Your-Gift the corporate gift solution.

## Envision Int'l.

P.O. Box 2385 Grand Junction, CO 81502 (800) 622-2385 (303) 243-2722 (303) 243-3004 FAX Contact: Jeff Hansen

Envision Int'l. has designed a variety of planning calendars to maximize the potential of today's active employee. Each planner contains a variety of time management tools, inspirational color photos and a personal goal-setting system. These products are excellent

employee gifts, service awards or fitness participation incentives. NESRA members can receive up to a 60 percent discount. Call today for your free sample and pricing information.

## **Lenox China and Crystal**

100 Lenox Dr. Lawrenceville, NJ 08648 (609) 896-2800 (609) 844-1580 FAX Contact: Dennis Wood

Lenox represents the following product lines: Lenox China giftware, lamps, clocks, figurines and dinnerware; Lenox Crystal giftware and stemware; Gorham China dinnerware; Gorham Crystal giftware and stemware; Gorham Sterling flatware; Kirkstieff pewter giftware and sterling flatware.

Lester Lampert Corporate 57 E. Oak St., 2nd Flr. Chicago, IL 60611 (800) 367-4950 (312) 649-8200 (312) 943-9898 FAX Contact: Brett Youker Monica Lilak

Specializing in custom service award programs, retirement programs and achievement awards, Lester Lampert Corporate is a direct manufacturer of jewelry and jewelry related products and a distributor of all major brand name clocks, watches, crystal and pens. Lester Lampert Corporate is known for high quality, creative awards at competitive prices. Complete administrative packages are available.

### **Market Identity**

P.O. Box 10540 Canoga Park, CA 91309 (800) 927-8070 (818) 700-8262 Contact: Glenn Gilman

Market Identity offers a variety of differentsized stuffed animals, personalized with your company name, logo or your special message. Low prices, top quality and low minimums are offered. Ideal for company stores, employee Christmas gifts, company picnics, sales awards and great promotional items. Send for catalog.

### Oneida Silversmiths

Kenwood Station Oneida, NY 13421 (315) 361-3343 Contact: Bob Bohrer

Oneida Silversmiths offers discounts to NESRA members on fine silverplated holloware and flatware, stainless steel flatware, sterling flatware, crystal and cutlery. Ask about our engravable gifts and service awards, the Employee Purchase Plan and the Employee Store Program.

## Russ Berrie & Company, Inc.

111 Bauer Dr. Oakland, NJ 07436 (201) 337-9000 ext. 354 (201) 337-9634 FAX Contact: Wayne Ballard

Russ Berrie & Company, Inc. markets a vast selection of impulse gifts including stuffed animals, trolls, ceramic mugs, porcelain gifts, picture frames, gift bags, greeting cards, figurines, keyrings, and magnets.

## Sayings for You, Inc.

407 Broad Ave. Palisades Park, NJ 07650 (201) 592-0676 (201) 592-0549 FAX Contact: Alan Wendorf

Sayings for You, Inc. will imprint anything on wearables, pens, key chains, mugs, plastic bags, buttons, vinyl, leather, etc. We will put your company logo or message on any item. Our service and quality is of the highest standard. NESRA members get special prices.

### Seiko Time

1111 MacArthur Blvd. Mahwah, NJ 07430 (800) 545-2783 Contact: Spencer Toomey

Seiko Time, the 9th most recognized brand name in the world, has excellent quality watches and clocks. Watches range from the basics to high-tech fashion. Clocks include travel, desk/table, mantel and wall models. Lasalle is the high fashion brand.

### Time Products, Int'l.

152 Messner Dr. Wheeling, IL 60090 (708) 459-8885 (708) 459-8111 FAX Contact: Edward Gusfield

Time Products Int'l, is a major electronic importer and manufacturer of innovative electronics, clocks, calculators, watches, radios and sport clocks. They custom make small electronic premiums and gifts along with serving the promotional, premium, trophy and mail-order trades.

## Zippo Manufacturing Co.

33 Barbour St. Bradford, PA 16701 (814) 368-2700 (800) 362-3598 FAX Contact: William Galey

Zippo Manufacturing Co. is a manufacturer of quality gifts that can be customized with corporate logos. Great for employee recognition, company stores, service awards and safety awards. Product selection includes knives, tape measures, key holders, writing instruments, etc. Made in USA. Lifetime guarantee.

## **Family Entertainment**

African Lion Safari RR#1 Cambridge, Ontario NTR 552 Canada (519) 623-2610 (519) 623-9542 FAX Contact: Pat Brown

African Lion Safari offers 25 percent off discount coupons. We also offer consignment tickets to companies who can sell 25 or more. They offer employees up to 30 percent off the regular park price admission

## **AMC Theatres**

Mainstreet Plaza 1000, Ste. 503 Voorhees, NJ 08043 (609) 751-6300 (609) 751-9139 FAX Contact: Paul McHendry

Join the AMC Corporate Movie Club. Experience "The AMC Difference" at a greatly reduced cost, only \$3.75 per ticket. Minimum 50 tickets. Membership is free. Good nationwide.

## American Poolplayers Assoc., Inc.

1000 Lake St. Louis Blvd., Ste. 325 Lake St. Louis, MO 63367 (314) 625-8611 (314) 625-2975 FAX Contact: Theresa Cude Daly

The American Poolplayers Association governs the world's largest pool league with over 120,000 members nationwide and offers an exciting concept in amateur team competition utilizing a unique handicapping system.

### **Anheuser-Busch Theme Parks**

One Busch Place Blda. 202-8 St. Louis, MO 63118 (412) 276-6620 Contact: Susan Roberts Donna Diebold

Anheuser-Busch Theme Parks offer discounts at the Sea World parks in Orlando, FL; San Diego, CA; Aurora, OH and San Antonio, TX; Busch Gardens in Tampa, FL and Williamsburg, VA; Sesame Place near Philadelphia; our water parks, Adventure Island in Tampa and Water Country USA in Williamsburg, and Cypress Gardens in Winter Haven,

### **Brunswick Recreation Centers**

520 Lake Cook Rd., Ste. 400 Deerfield, IL 60015 (708) 317-7300 (708) 317-0237 FAX Contact: Susan Schory-Jones

Brunswick, the largest chain operator of family bowling and recreation centers in North America, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis.

## **Biltmore Estate**

One N. Pack Sq. Asheville, NC 28802 (704) 255-1776 Contact: Kelly Laster

Discover George Vanderbilt's 250-room French Chateau, the English Gardens and our Winery in the enchanting mountains of Western North Carolina. Special rates are available to NESRA member companies. Open seven days a week, year round (closed Thanksgiving Day, Christmas Day and New Year's Day).

Catalina Express Berth 95 San Pedro, CA 90731 (800) 995-4386 Reserv. (310) 519-7971 (310) 548-7389 FAX Contact: Wendy Foulkrod

The fast and comfortable Catalina Express offers NESRA members discounted individual paradise packages and a "super saver" for groups of 20 or more. Travel first class to California's island playground in as little as one hour.

Church Street Station 129 W. Street Station Orlando, FL 32801 (407) 422-2434 (407) 425-4312 FAX Contact: Sandy George

Located within two city blocks of historical downtown Orlando, guests enjoy all types of live music from Dixieland Jazz in Rosie O'Gradys to Country & Western in the Cheyenne Saloon; Rock 'n Roll classics in the Orchid Garden and current dance hits in Phineas Phoggs. Three restaurants and over 60 specialty shops are included. General admission is \$15.15 plus tax and NESRA members can obtain \$4 off coupons by writing or calling us.

## Discovery Zone L.P.

205 N. Michigan Ave., Ste. 3400 Chicago, IL 60601 (312) 616-3800 (312) 616-3830 FAX Contact: Robert Henry

Discovery Zone FunCenters are safe, fun, indoor play environments created for children 12 and under. Activities are family-oriented where parents are encouraged to interact with children. Some 400 Discovery Zone FunCenters will be operating across the U.S. by the end of 1994.

## Florida Leisure d/b/a Silversprings, Weeki Wachee Spring

6131 Commercial Way Spring Hill, FL 34606 (800) 678-9335 (904) 597-1388 FAX

Contact: Inma Caballos De Bullis

Silver Springs and Weeki Wachee Spring are natural family entertainment parks. Wild Waters and Buccaneer Bay are seasonal waterparks. Call for information on free employee discount cards, discounted group rates and picnics.

Genesee Country Museum P.O. Box 310 Mumford, NY 14511 (716) 538-6822 (716) 538-2887 FAX Contact: Melinda Merante

Nineteenth century reconstructed village featuring over 57 village structures representing life in the early to late 1800s. Custom guides and crafts people provide commentary and demonstrations.

Amenities include restaurants, gift shops and picnic facilities. There is also an onsite Nature Center and Gallery of Sporting Art

## **Grand Canyon Railway (The)**

518 E. Bill Williams Ave. Williams, AZ 86046 (602) 635-4000 (602) 635-4131 FAX Contact: Thomas Ripp

The Grand Canyon Railway offers a steam train ride to the Grand Canyon. Take a "step back-in-time" with this magical nostalgic steam train journey to the magnificent South Rim of the Grand Canyon. Depart I-40 at Williams, AZ. Free refreshments, wild west show and musical entertainment.

### **Loews Theatres**

31 St. James Ave., Ste. 1044 Boston, MA 02116 (617) 695-9711 Contact: Deborah Soprano

Receive over 30 percent off the regular movie theatre box office price! Loews Passport Tickets must be purchased through your designated company representative. These tickets are valid any day of the week. Passport Tickets are not valid the first two weeks that a picture opens or when contractual obligations exist.

## Medieval Times Dinner and Tournament

7662 Beach Blvd. Buena Park, CA 90620 (714) 634-0213 (714) 670-2721 FAX Contact: Jim Lennartson

Medieval Times exclusive KnightClub Card now offers a savings of 15 percent off regular adult or child admission any day but Saturday. Valid at all locations including CA; Chicago; Dallas; FL; NJ; Ontario, Canada; and soon Myrtle Beach, SC. Come to Medieval Times and have the time of your life. Join royalty in a feast for your eyes, your ears, your appetite and your sense of adventure!

### **New York Yankees**

Yankee Stadium Bronx, NY 20451-2194 (212) 293-4300 (212) 293-6013 Contact: Deborah Tymon

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Guided tours available Monday through Friday 10 a.m. - 4 p.m. by appointment year-round (non-game days only). Minimum groups of 12 people. Adults \$6, Children \$3, Students \$2, Senior Citizens \$1.

## Opryland, USA

2802 Opryland Dr. Nashville, TN 37214 (615) 871-6645 (615) 871-6661 FAX Contact: Jenny Clough

Take a country vacation in the city. It starts with "Nashville on Stage" featuring performances by Tanya Tucker, George Jones, Johnny Cash and more! Cruise on the General Jackson Showboat and take in a legendary performance of the Grand Ole Opry. Then boot scoot on down to the Wildhorse Saloon and the Ryman Auditorium on the Opryland River Taxis. Catch a variety of shows from country to Broadway at Opryland Themepark, plus rides to entertain all ages. You'll enjoy world-class accommodations at Opryland Hotel. All of this and more waits for you and your family at Opryland USA!

## Paramount's Kings Island

c/o Group Sales 6300 Kings Island Dr., P.O. Box 901 Kings Island, OH 45034-0901 (800) 288-0808 (513) 573-5700 Contact: Bill Lane

Paramount's Kings Island is where the magic of the movies meets the thrills of a lifetime. A 350-acre facility, the park features rides, shows, shops, waterpark, wildlife preserve, new "Days of Thunder" ride simulator and The Beast, the world's longest wooden roller coaster. Open weekends only from April to Memorial Day Weekend; then daily to Labor Day and thereafter, open select weekends through October 30. Admission discounts are available to NESRA companies through a variety of ticket programs.

Roaring Camp & Santa Cruz Big Trees Railroads P.O. Box G-1 Graham Hill Rd. Felton, CA 95018 (408) 335-4484 (408) 335-3509 FAX Contact: G.P. Clark

Two historic railroads in the Redwoods! Steam trains travel through redwood forests and vintage locomotives take passengers to the beach in Santa Cruz. Chuckwagon BBQ, 1880s general store, country-western music, hiking and nature trails. Perfect corporate getaway. NESRA members receive 10 percent discount.

### **RSG Publishing Inc.**

P.O. Box 700612 Plymouth, MI 48170-0612 (800) 223-5877 (313) 416-5300 (313) 416-5389 FAX Contact: Eric Rasmussen

RSG Publishing Inc. is a publisher and distributer of *Michigan and Ohio Golfers Map & Guide* and *Powers North Eastern States* area golf guides. Complete directories of public golf courses with two-for-one green fee discount coupons. NESRA members receive 40 percent discount off cover price. The following guides are also available for '95 publication: *Illinois Golfers Map and Guide, Indiana Golfers Map and Guide, and the Western New York and Pennsylvania Golfers Map and Guide.* 

Seattle Opera P.O. Box 9248 Seattle, WA 98109 (206) 389-7600 (206) 389-7676 details (206) 389-7651 FAX Contact: Linda Prather

Seattle Opera has an international reputation for producing exciting and stimulating opera. Enjoy the beautiful city of Seattle and treat yourself to a magical theater experience. NESRA members receive a 15 percent discount on specified tickets.

## San Diego Zoo San Diego Wild Animal Park

P.O. Box 551 San Diego, CA 92112-0551 (619) 557-3991 Contact: Mary Lou Antista-Suba

At the San Diego Zoo and the San Diego Wild Animal Park, we offer ticket consignment programs, Zoofari Club card program, picnics and group outings for your employees.

### **SHEAR MADNESS**

National Sales Office 74 Warrenton St. Boston, MA 02116-5622 (800) 992-9035 Contact: Janis James

Shear Madness is the hilarious whodunit where the audience takes a stab at catching the killer. Set in a unisex hairstyling salon that is the scene of a wacky murder, the play is filled with up-to-the-minute spontaneous humor and it's different every time you see it. Delighting audiences in Boston, Chicago and at the Kennedy Center in Washington, DC. Generous group discounts are available. Now booking through '95.

## Sports Marketing Int'l. (SMI, Inc.)

150 North St., Ste. 26 Pittsfield, MA 01201 (800) 320-1733 Reserv. (413) 499-1733 (413) 499-3820 FAX Contact: Cliff Fields

Moscow State Ballet's enchanting Nutcracker 1994 Tour Nov. 18-Dec. 29. Fabulous dancing and characterizations, loved by all generations. Russian souvenirs. Tour includes Providence, RI; New Haven, CT; Syracuse, NY; Baltimore, MD; Washington DC; Portsmouth, VA; Spartanburg, SC; Melbourne, FL; Ft. Myers, FL; Daytona Beach, FL. Tickets: \$17.50-\$39.50 (Washington, D.C. Box seats \$45). NESRA members receive a 10 percent discount.

## **United Artists Theatre Circuit, Inc.**

9110 E. Nichols Ave., Ste. 200 Englewood, CO 80112 (303) 792-8773 (303) 790-8907 FAX Contact: David Peck

United Artists VIP Theatre Tickets offer an innovative, economical way to treat your employees to top box office hits! Priced substantially below box office prices, VIP Tickets can be re-sold to employees, or given as a gift, prize or reward. Valid at any United Artists Theatre nationwide.

### **Universal Studios Florida**

1000 Universal Studios Plaza Orlando, FL 32819-7605 (407) 363-8214 (407) 363-8290 FAX Contact: Randy Gerber

The Universal Studios Florida FAN CLUB is an exciting program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios extends extensive promotional support. Facilities for company outings available.

### **Universal Studios Hollywood**

P.O. Box 8620 Universal City, CA 91608 (714) 634-3663 (Fan Club Hotline) (818) 622-6844 (Corp. Programs) Contact: Susan McCloskey

Live the movies at the world's biggest and busiest motion picture studio! Scream through time on Back To The Future...The Ride. Feel the fury of Backdraft-Live! Catch our new Flintstones Show, a live Rockstravaganza, Fly with E.T. and much, much more. At Universal Studios Hollywood, no one makes believe like we do. Discount programs and Fan Club opportunities are available to all NESRA members.

## Walt Disney's Magic Kingdom Club

P.O. Box 4489 Anaheim, CA 92803-4489 (714) 520-2508 Contact: Lisa Hiatt

The Magic Kingdom Club offers a variety of Disney leisure benefits and discounts at Disneyland, Walt Disney World, Euro Disney Resort and Tokyo Disneyland to employees of more than 40,000 participating organizations throughout the U.S., Canada, Mexico, Europe and Japan.

### Wet'n Wild Florida, Inc.

6200 International Dr. Orlando, FL 32819-8239 (407) 351-1800 (407) 363-1147 FAX Contact: Joy Valha

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington and Garland, TX offering a \$3 Sun'n Surf Club discount to NESRA members at all locations.

## Wisconsin Dells Vacation 20 Percent Savings Club

560 Wisconsin Dells Pkwy. Wisconsin Dells, WI 53965 (608) 254-2525 Contact: Kristi Meister Wizardz 1000 Universal Center Dr. CityWalk #217 Universal City, CA 91608 (818) 506-0066 (818) 506-1616 FAX Contact: Jane Sass

Wizardz is L.A.'s newest dinner theater and magic club featuring the world's top comic and classical magicians in a spectacular setting. Dinner shows performed daily. Wizardz is located at Universal CityWalk and is ideal for company outings and special parties. Group rates and discount coupons are available.

# Fitness Services/ Equipment

## Collage Video Specialties, Inc.

5390 Main St. N.E. Minneapolis, MN 55421 (612) 572-0122 (612) 571-5906 FAX Contact: Jim Kraft

Collage carries over 300 exercise videos including aerobics, toning, step, yoga, dance and stretch routines. The variety ranges from Jane Fonda and Kathy Smith to special programs for seniors, pregnancy, arthritis and back pain. Our telephone consultants are knowledgeable and they've actually done these tapes. Call for more information.

## ErgoTech, Inc.

730 Pryor St., S.W. Atlanta, GA 30315 (404) 223-6687 Contact: Richard Powell

ErgoTech, Inc. offers "The Wrest," a patented hand and wrist support for the computer keyboard. Medically designed and tested, "The Wrest" places wrists in the OSHA recommended "neutral position," which reduces the risk of developing a repetitive stress injury (RSI) during data entry.

#### **Fitness Expert**

407 Oakwood Dr. Barrington, IL 60010 (708) 526-7585 Contact: Perry Anthony

Fitness Expert offers a comprehensive customized individual health promotion program that is available to NESRA member employees. The program ties together both nutrition and activity for the employee who wishes to reach specific health goals. This personalized program is available for only \$75 to NESRA member employees.

Universal Gym Equipment, Inc. P.O. Box 1270 Cedar Rapids, IA 52406 (800) 843-3906 (800) 334-3534 FAX Contact: Maureen Szlemp

Universal manufactures a complete line of cardio and weight training equipment. Just Introduced: Power Circuit™—over 20 painted, side-stacked weight machines and the all-new Unitrack™ T-3000 treadmill. Other products include the AerobiCycle® Recumbent and Upright bikes; Walker and Tredex® treadmills; single and multi-station weight machines and free weights.

# Hotels/Resorts Camping

#### **Multi-locations**

# **Beck Summit Hotel Management Group**

2300 Corporate Blvd., N.W., Ste. 232 Boca Raton, FL 33431 (407) 997-2325 Contact: Lori Wolin

With over 100 hotels across the U.S. from oceanfront Hiltons to mountainview Holiday Inns, to city-center Sheratons, we've got a perfect spot for everyone! Locations are nationwide including CA, FL, AZ and the Northeast. Special NESRA discounts of up to 50 percent off regular rates!

#### Best Western International, Inc.

6201 N. 24th Pkwy. Phoenix , AZ 85016 (602) 957-5612 Contact: H. Gerald Bulifant

Best Western International is the largest lodging organization in the world with more than 3,300 hotels, motor inns and resorts in 39 countries. All Best Western properties are independently owned and operated.

#### Choice Hotels, Int'l.

10750 Columbia Pk. Silver Spring, MD 20901-4427 (800) 4-CHOICE (301) 236-5138 Contact: Andrea McGarry

Choice Hotels Int'l. (CHI) is the largest American-owned franchised hotel chain in the world. CHI is made up of Sleep, Comfort, Quality, Clarion, Rodeway, Econo Lodge and Friendship Inns. Choice offers a 10 percent discount, a free continental breakfast and kids stay free, to NESRA members on advance reservations at participating hotels.

#### **Destination North America**

1268-A E. Katella Ave. Anaheim, CA 92805 (714) 935-0928 (714) 935-0929 FAX Contact: Beverley Kelley

Destination North America offers special rates on first class hotel and motel accommodations in Anaheim (Disneyland), San Diego, Palm Springs, Lake Havasu and AZ.

#### **Forever Resorts**

P.O. Box 29041 Phoenix, AZ 85038 (602) 968-3999 Contact: Sue Buss

Forever Resorts offers various vacation destinations including luxurious houseboat rentals available in NV, TX, MO and KY, as well as Holiday Inn-Estes Park, CO and Signal Mountain Lodge in the Grand Tetons. Discounts available for NESRA members.

#### Forte Hotels/Travelodge

1973 Friendship Dr. El Cajon, CA 92020 (800) 578-7878 (619) 258-6572 (619) 562-0901 FAX Contact: Trudy Davis

Over 400 hotels in North America offering NESRA members a 10 percent corporate rate discount through the (800) 578-7878 reservation center. NESRA members are also eligible for participation in the Guest Rewards Program for Travelodge frequent guests.

## Hospitality Franchise Systems, Inc.

3838 E. Van Buren, 2nd Fl. Phoenix, AZ 85008 (602) 389-3986 Contact: Chris Blunier

Hospitality Franchise Systems, Inc. is the parent company of Days Inn, Howard Johnson, Ramada, Super 8 and Park Inn hotel companies. We offer discounts at over 4,000 hotels and motels across the U.S., Canada and Mexico.

#### **Hotel Reservation Network**

8140 Walnut Hill Ln., Ste. 203 Dallas, TX 75231 (800) 964-6835 (214) 361-7311 (214) 361-7299 FAX Contact: Robert Diener

Hotel Reservation Network offers discount hotel rates of up to 65 percent off for NESRA members in major cities including New York, Boston, Washington, D.C., Chicago, Orlando, San Francisco, Los Angeles, Hawaii, London, Paris and South Florida. Stay first class at economy rates. Call for details.

# Kampgrounds of America, Inc. (KOA Kampgrounds™)

P.O. Box 30558 Billings, MT 59114 (406) 248-7444 (406) 248-7414 FAX Contact: Laurie Ryan

KOA Kampgrounds<sup>™</sup> is North America's largest chain of independently-owned campgrounds, with nearly 600 franchise locations offering RV and tent camping (plus 400 of these KOAs also offer Kamping Kabins®). NESRA members currently receive discounts of 10-30 percent at 11 company-owned KOAs at popular destinations in FL and on the West Coast (CA, NV and NM locations).

#### Knights Lodging, Inc.

26650 Emery Pkwy. Cleveland, OH 44128 (800) 843-5644 reserv. (216) 464-5055 (216) 464-2210 FAX Contact: Jeff Hathy

There are nearly 200 locations of Knights Inns, Knights Courts and Arborgate Inns. We offer clean, comfortable accommodations at affordable rates. NESRA members receive free enrollment into our Royalty Club. Call for details.

#### La Quinta Inns

4770 Regents Rd., #113-348 San Diego, CA 92122 (800) 531-5900 reserv. (619) 622-1838 phone/FAX Contact: Penny Burich

La Quinta Inns offers a 10 percent discount nationwide to NESRA members. Most of the nationwide rates range from \$39-59. Rates vary depending on location, day of the week and availability. Rates are good for 1-2 people, children under 18 are free in your room. Call and ask for the NESRA rate.

#### **Outrigger Hotels Hawaii**

30100 Town Center Dr. Suite 0-172 Laguna Niguel, CA 92677 (714) 249-9424 (714) 495-5642 FAX Contact: Sandra Schmidt

A family-owned chain, Outrigger Hotels Hawaii, Hawaii's largest most diverse hotel company, introduces its Preferred Club Card offering a 15 percent rate reduction on rooms and suites at 24 newly renovated hotels throughout Waikiki, Kauai and the Big Island plus 16 mainland U.S. properties in CA, NM, TX, WY and FL. Accommodations range from luxurious suites to comfortable spacious hotel rooms many with kitchenettes and our published rates range from \$60-\$750 per night.

#### Tricom Management, Inc.

1300 N. Kellogg Dr., Ste. B Anaheim, CA 92807 (714) 777-3700 Contact: Hal Wilson

We are a property management company that manages over 15 resort properties in the U.S. and Mexico. Before you go on your next vacation, call to check on our resorts. Up to 50 percent discounts for NESRA members on nightly rates and 60 percent discount for weekly rates at selected resorts.

#### Wilson Hotel Management Co., Inc.

1629 Winchester Rd. P.O. Box 30185 Memphis, TN 38116-3513 (901) 346-8800 Contact: Vallie Bram

Wilson Hotel Management Co., is a hotel management company with limited and full-service hotels in PA, FL, MS, LA, TX, TN, AR, KY, SC and AL. They manage 11 Wilson Inns, five Wilson Worlds, seven Holiday Inns, one Holiday Inn Express and one Ramada Inn.

#### **■** Arizona

#### **Regal McCormick Ranch**

7401 N. Scottsdale Rd. Scottsdale, AZ 85253-3548 (800) 243-1332 (602) 948-5050 (602) 948-9113 FAX Contact: Robin Brin

This 125-room luxury resort located in the heart of Scottsdale, AZ is beautifully situated on Camelback Lake with 36 holes of championship golf and four tennis courts. Canoeing, sailing and paddleboats, heated pool and fabulous Southwestern restaurant—The Pinon Grill, are available. Call for NESRA discount.

Windmill Inn at St. Philip's Plaza 4250 N. Campbell Ave. Tucson, AZ 85718 (800) 547-4747 (602) 577-0007 FAX Contact: Kathy Stupp

Luxurious two room suites now open, equipped with microwave, refrigerator and wet bar, two color cable and remote controlled TVs and three telephones, along with a heated pool and whirlpool spa. Complimentary continental breakfast delivered to your suite. Windmill Inn is conveniently located in St. Philip's Plaza with some of Tucson's finest restaurants, boutiques and art galleries. Two miles from Tucson Mall, four miles from the University of Arizona and 7 miles from downtown.

#### ■ California

#### **Anaheim Conestoga Hotel**

1240 S. Walnut Anaheim, CA 92802 (800) 824-5459 Contact: Kellie Woodburn

This full service hotel features 252 guest rooms and suites, complimentary parking, in-room coffee and tea, complimentary

shuttle transportation to Disneyland Park and the Anaheim Convention Center. Plus the Cattleman's Wharf Restaurant, rated among the top 500 in the nation. NESRA special rate \$45 per night plus tax, 1-4 per room.

#### Anaheim Ramada Inn

1331 E. Katella Ave. Anaheim, CA 92805 (714) 978-8088 (714) 937-5622 FAX Contact: Loreta Shaddock

The Anaheim Ramada Inn offers NESRA members a \$39 rate. There are 240 spacious guest rooms with two queen or one king-size bed per room and in-room coffee/tea makers. Amenities include a large heated swimming pool, whirlpool, men/women's saunas, brand-new fitness room, full service restaurant and Sports Bar. Located 7/8 of a mile from Disneyland via complimentary transportation.

Atrium Marquis Hotel 18700 Macarthur Blvd. Irvine, CA 92715 (714) 833-2770 (714) 757-1228 FAX Contact: Doreen Skuse

This full service resort style hotel (Irvine/ Newport Beach) is close to Orange County's Performing Arts Center, Disneyland, Knotts Berry Farm, Newport and Laguna Beach and South Coast Plaza. There are two restaurants, room service, nightly live entertainment and dancing, and a heated pool. NESRA rate \$61 year-round.

#### Embassy Suites Hotel/ Disneyland-Buena Park

7762 Beach Blvd. Buena Park, CA 90620 (800) EMBASSY (714) 739-5600

Contact: Edna Sebastian

This property offers all two-room suites featuring two color TVs, microwave, refrigerator, heated pool, whirlpool and BBQs. Complimentary cooked-to-order breakfast and cocktails/beverages each day. Disneyland shuttle provided. Walking distance to Knotts Berry Farm, Movieland, Medieval Times and Wild Bill's Extravaganza. Complimentary shuttle to all attractions. Rates start at \$82 based on availability.

#### Holiday Inn Buena Park

7000 Beach Blvd. Buena Park, CA 90620-1832 (800) 522-7006 (714) 522-7000 (713) 522-3230 FAX Contact: Deborah Taylor

Located in the Disneyland and Knott's Berry Farm area, Holiday Inn Buena Park has 246 guest rooms, full-service restaurant, nightclub/lounge, large heated pool and spa, video game room, and complimentary shuttle to area attractions. The hotel offers a special rate of \$55 plus tax per night, single through quad; subject to availability. Please ask for the NESRA rate when placing your reservation.

#### Holiday Inn On The Bay

1355 N. Harbor Dr. San Diego, CA 92101 (619) 232-3861 (619) 232-3951 Contact: Dave Dhillon

A waterfront hotel along San Diego's Embarcadero with 600 rooms and suites, Holiday Inn On The Bay offers a \$69 rate through December 1995. Regular rates range from \$109-\$119 and NESRA members can enjoy a 40 percent discount

#### Kona Kai Plaza Las Glorias

based on space availability.

Resort & Marina 1551 Shelter Island Dr. San Diego, CA 92106 (619) 222-0422 (619) 222-9738 FAX Contact: Jay Patterson

Located at the tip of beautiful Shelter Island, this waterfront resort with 207 luxurious guest rooms entails breathtaking views of the San Diego Bay or Marina. A close proximity to downtown San Diego, Sea World, San Diego Zoo, shopping malls and golf courses and three miles from San Diego airport, with complimentary airport/Amtrak shuttle available. NESRA members receive a discounted rate of \$75. Remodeling completed December 15, 1994.

#### Ramada Limited Newport Beach/ Costa Mesa 1680 Superior Ave. Costa Mesa, CA 92627 (714) 645-2221

(714) 650-9125 FAX Contact: Vicki Arreguin

140 deluxe rooms located less than one mile from Newport's sparkling beaches. Special NESRA rate includes: Continental breakfast buffet, shuttle to airport and beach, kids stay free in parents' room, HBO and cable, heated pool and spa, \$44 (double occupancy), pre-purchase coupon price \$34 (suite upgrades available with micro-kitchen).

#### Rim Corp.

915 Seventeenth St. Modesto, CA 95354 (209) 523-8331 Contact: Dean Cohan

Rim Corp. is a California-based corporation representing eight hotels. Six Best Western hotels: Mallard's Inn, Modesto; Pine Cone Inn, Merced; Harbor Inn & Suites, Sacramento; Placerville Inn, Placerville; Sonora Oaks, Sonora and Raffles Inn & Suites, Anaheim. Also representing the Days Inn at Discovery Park; Best Western Sacramento; Holiday Inn Auburn, Auburn, CA. Call for more information on each location.

#### **Trigild Corporation**

12555 High Bluff Dr., Suite 330 San Diego, CA 92130 (619) 481-6767 Contact: Judy Hoffman

Hotel Management Company whose hotels vary in size and facility. Locations throughout CA. Receive \$5 off current rack rate or better at each participating location.

#### ■ Colorado

Antlers at Vail 680 W. Lionshead Pl. Vail, CO 81657 (303) 476-2471 (303) 476-4146 FAX Contact: Bert Farin

The Antlers at Vail offers exceptional condominiums at hotel room prices. NESRA members receive a 30 percent discount on reservations made within 30 days of arrival. Offer valid all summer and during the winter low seasons. Call and ask for the NESRA discount.

#### Keystone Resort—Colorado

P.O. Box 38 Keystone, CO 80435 (800) 322-2091 (303) 468-4084

Contact: Beth Muehlethaler

Keystone Resort offers NESRA members significant savings on lodging and activities to enjoy a variety of skiing on 4,142 skiable acres (including night skiing). Our interchangeable lift ticket is good at Keystone, Breckenridge and Arapahoe Basin. Add this to Keystone's existing features—quality accommodations, year-round activities, and a peaceful, unspoiled atmosphere—to enjoy a truly wonderful vacation experience.

#### **■** Florida

Adam's Mark Caribbean Gulf Resort 430 S. Gulfview Blvd. Clearwater Beach, FL 34630 (813) 443-5714 (813) 442-8389 FAX Contact: Joanna Patterson

This hotel's gulf coast location directly on Clearwater Beach is superb. Our food, beverage and entertainment options are truly exceptional offering two restaurants and lounges including the infamous Tiki Deck overlooking the Gulf of Mexico.

#### **Buena Vista Suites Resort**

14450 International Dr., W. P.O. Box 22826 Lake Buena Vista, FL 32830 (800) 537-7737 Reserv. (407) 238-6107 (407) 239-1401 FAX Contact: Shannon Simpson

Located one and a half miles from Walt Disney World Resort, "Orlando's Suitest New Resort" opened May 1993. Spacious two-room suites with private bedroom. Free full American breakfast buffet, heated pool, whirlpool and fitness center. Children 17 and under stay free in parent's suite and in-room coffee maker, refrigerator and microwave and queen sleeper sofa in living room are available. Complimentary transportation to all Disney parks. NESRA Suite Travel Club Special-\$75 plus 10 percent tax per night, per suite, maximum 6 people per suite (4 adults/2 children or 2 adults/4 children). Rate available through December 21, 1995. Must request "NESRA rate" when booking and show company ID at check-in.

#### Colony Piaza Hotel (The)

11100 W. Colonial Dr. Ocoee (West Orlando), FL 34761-2934 (407) 656-3333 (407) 656-2232 FAX Contact: Carol Correia

The Colony Plaza Hotel with 300 rooms, two pools, tennis, badminton, volleyball courts, playground, video game room, and gift shop offers a \$35 year-round rate for NESRA members. There is a full-service restaurant, lounge, live entertainment, shopping, restaurants, theatre next door and attractions within a 12-30 minute drive.

#### Colonial Plaza Inn

2801 E. Colonial Dr. Orlando, FL 32803-5068 (407) 894-2741 (407) 896-9858 FAX Contact: Debra Vineyard

NESRA rates: \$29 and \$35 (seasonal). The Colonial Plaza Inn is within walking distance to two malls with over 35 restaurants and theaters. It is AAA-approved with a friendly staff, free HBO, coffee/tea and use of safety deposit boxes. Refrigerators in rooms, two heated pools, whirlpool and convenient to all attractions.

#### Comfort Inn Kennedy Space Center

3810 S. Washington Ave. (U.S.1) Titusville, FL 32780 (800) 525-2765 (407) 267-9111 (407) 267-0750 FAX Contact: Debbie Page-Wright

When visiting Orlando, drive only 35 miles east to the Space Coast. This 104 unit hotel is located directly across from Shuttle launch pads and the Spaceport is seven miles away. Florida's undiscovered beach is 13 miles from the Comfort Inn. Free continental breakfast buffet, micro/refrigerator available. Special NESRA rates year round.

#### **Comfort Suites Orlando**

9350 Turkey Lake Rd. Orlando, FL 32819-7329 (800) 27-SUITE (407) 351-5050 (407) 363-7953 FAX Contact: Doreen McAllister

This property offers 215 one-room suites equipped with microwaves, refrigerators, remote control T.V. and in-room movies. In addition, there is a continental breakfast daily included in room rate. Guests can

enjoy a heated pool, whirlpool, kiddie pool, playground, convenience store with snacks and toiletries, coin laundry and concierge service. Four miles to Walt Disney World, two miles to Universal, and one-and-a-half miles to Sea World.

#### Days Inn/Airport North

2300 45th St. West Palm Beach, FL 33407 (800) 543-1613 (407) 689-0450 (407) 686-7439 FAX Contact: Kate Riley

This hotel features a tropical garden courtyard with heated pool and whirlpool bath, poolside Tiki Bar, putting green, playground, restaurant and airport shuttle. NESRA members receive a special rate: \$36 low season and \$45 high season. Freeport Bahamas Cruise-A-Way package starts at \$159 per person, double occupancy. Call (800) 543-1613 for details.

# Days Inn Lake Buena Vista Resort & Suites

12205 Apopka-Vineland Rd. Orlando, FL 32836 (407) 239-0444 (407) 239-1778 FAX Contact: Gail Huntington

One of the most affordable full-service family oriented resorts in Lake Buena Vista, Days Inn Lake Buena Vista Resort and Suites offers complimentary transportation to Disney Parks, heated adult and children's pool, video game room and kids-eat-free program. NESRA members receive discounted rates of \$39-\$49 for a standard and \$49-\$59 for junior suites.

#### **Days Inn Maingate West**

7980 W. Irlo Bronson Memorial Hwy. Kissimmee, FL 34747 (407) 396-8000 (407) 396-6542 FAX Contact: Leslee Senachal

Days Inn Maingate West is located two miles from Disney World, with exciting amenities, including free transportation to Disney World, gift shop, guest services and much more! Kids stay and eat free! All poolside rooms have been completely renovated and include safes and minirefrigerators. NESRA members receive incredible rates from \$29-\$39.

Days Inn Melbourne/Palm Bay 4700 Dixie Hwy., N.E. Palm Bay, FL 32905 (800) 777-6044 Reserv. (407) 951-0350 (407) 728-8770 FAX Contact: Mary Keating

Rooms priced at \$32 including continental breakfast, \$38 (1/1-3/31/95) one to four people per room. King or double queen size bedding and coffee makers, microfridge units also available. Lounge, meeting/banquet space, pool and minutes from beaches. Based on availability.

#### Embassy Suites Resort Lake Buena Vista

8100 Lake Ave. Orlando, FL 32836 (407) 239-1144 (407) 238-0230 FAX Contact: John Shreve

Located one mile from the Walt Disney World Resort area in Central Florida, the Embassy Suites Resort Lake Buena Vista is a 280 all-suites resort with 10 acres of resort amenities. Guests and families enjoy complimentary breakfast buffet, complimentary cocktails/beverages and free scheduled transportation to the Disney theme parks.

#### Granada Inn

51 S. Atlantic Ave. Ormond Beach, FL 32176 (800) 228-8089 (904) 672-7550 (904) 676-0828 FAX Contact: Lucinda Hill

The Granada Inn is located on beautiful Ormond Beach, the quieter section of Daytona Beach offering casual elegance at affordable rates. All rooms face the ocean so you can watch the sun rise from your room. Enjoy indoor and outdoor pools, whirlpool, restaurant and lounge. The inn is family and couple oriented. NESRA members receive a free "Granada Gold" membership card entitling them to great discounts on rooms, food and beverages. Call our 800 number.

#### Hilton Inn/Orlando-Kissimmee Gateway

7470 Hwy. 192 W. Kissimmee, FL 34747 (800) 327-9170 (407) 396-4400 Contact: Victor Roberts

Ideally located one mile from the main entrance to the Walt Disney World Resort Complex and centrally located to most major attractions, the hotel features 353 deluxe rooms, 147 luxury high-rise rooms (all with microwaves and refrigerators) and eight suites. Amenities include two pools (one heated), fitness center, 18-hole putting green, restaurant, deli bar/coffee shop and lounge with entertainment. One child under 12 eats free breakfast and dinner with purchase of an adult meal. Free transportation to most major attractions with purchase of tickets in lobby. Special NESRA discounts

#### Holiday Inn Melbourne Oceanfront Resort

2605 N. Highway A1A Indialantic, FL 32903 (407) 777-4100 Contact: Pam Tatlock

available.

Located directly on the beach, our fullservice hotel is ideal for great family vacations and revitalizing weekend getaways. We feature an indoor/outdoor heated pool, whirlpool and tennis courts. A 25 percent discount off seasonal rates is extended to NESRA members.

#### **Hyatt Orlando**

6375 W. Irlo Bronson Mem. Hwy. Kissimmee, FL 34747 (407) 396-1234 (407) 396-5024 FAX Contact: Christine Peters

Full service resort adjacent to Disney on 56 acres of beautifully landscaped gardens, three restaurants, lounge, marketplace deli/store, extensive recreational facilities and kids eat free! Discounted rate of \$59 offered to NESRA for 1995.

#### Karena Hotels-Orlando

7100 Lake Ellenor Dr. Orlando, FL 32809-5751 (800) 365-6935 (800) 447-7283 Group Reserv. (407) 240-7100 Contact: Susan Box

Karena Hotels are "setting a new standard in American hospitality" within its six hotels. The following properties are located in Kissimmee, FL: Ramada Resort Maingate, Ramada Inn Westgate, Econo Lodge Maingate, Hawaiian Resort, Econo Lodge Maingate East and Holiday Inn Maingate West. The Rodeway Inn Int'l. Dr./Wet'n Wild is located in Orlando, FL.

#### Las Palmas Hotel Disney World Area

6233 International Dr. Orlando, FL 32819 (800) 327-2114 Contact: Tonda Chastain

Located one mile from Universal Studios, across from Wet'n Wild and walking distance to shopping and restaurants, the Las Palmas Hotel has 262 rooms, swimming pool, lounge, restaurant, and banquet facilities. NESRA rate \$45 plus 10 percent tax. Call for reservations.

#### Melbourne Beach Hilton

Oceanfront 3003 N. A1A Indialantic, FL 32903 (407) 777-5000 (407) 777-3713 FAX Contact: Amy Restarick

Call for special NESRA rate at the Melbourne Beach Hilton Oceanfront with 118 oceanfront rooms with private balconies, a beautiful oceanside restaurant offering room service, an outdoor heated pool with pool bar and deck, an action-packed nightclub and Sunday champagne brunch. Meeting and banquet facilities are available.

#### Oceans Eleven Resorts, Inc.

2025 S. Atlantic Ave. Daytona Beach Shores, FL 32118-5007 (800) 874-7420 (904) 257-1950 (904) 253-9935 FAX Contact: Julie Arens

Oceans Eleven Resorts, Inc.'s six AAA-rated oceanfront hotels in Daytona Beach, FL: Acapulco Inn, Beachcomer Oceanfront Inn, Casa del Mar Beach Resort, Bahama House, Best Western Mayan Inn and Treasure Island Inn offer discounts up to 50 percent to NESRA members. All six hotels are located directly on the ocean and feature swimming pools, whirlpools, color cable TV and year-round recreation programs. Personalized discount flyers are available upon request.

#### **Orlando Vacation Resort**

P.O. Box 618756 Orlando, FL 32861 (800) 874-9064 (407) 656-8181 (904) 394-1069 FAX Contact: Karilyn Lenth

Surrounded by orange groves only a 10 minute drive from Walt Disney World, Orlando Vacation Resort offers a memorable holiday for families at a very affordable price. Your stay includes a complimentary continental breakfast every morning, and for other meals there is a poolside snack bar and the moderately priced Tennessee Mountain Restaurant. Nostalgic southern setting reminiscent of Antebellum days.

#### Quality Inn Oceanside Resort & Spa

1208 N. Ocean Blvd. Pompano Beach, FL 33062 (305) 782-5300 Contact: Ted Caparell

NESRA members can enjoy their own oceanfront resort hotel and spa along with an 800-foot beachfront centrally located between Boca Raton and Ft. Lauderdale, FL.

Radisson Inn Sanibel Gateway 20091 Summerlin Rd. Fort Myers, FL 33908 (813) 466-1200 Contact: Julia Revis

Your employees can "cool their heels" on the gulf coast of Florida starting at \$44 per night. Perfect location, two miles from Sanibel Island causeway, and five miles from Fort Myers Beach. Spacious guest rooms surround tropical courtyard with Olympic size heated pool and giant whirlpool. Call the hotel direct to enroll your company in our "Employee Getaway Club"

#### Radisson Plaza Hotel Orlando

60 S. Ivanhoe Blvd. Orlando, FL 32804 (407) 425-4455 Contact: Lisa Schmidt

The newly renovated Radisson Plaza Hotel Orlando is a 336-room, full-service, deluxe hotel. The Radisson is ideally located just minutes from downtown, the International Airport and all of Central Florida's most exciting attractions.

# Ramada Hotel Resort Florida Center

7400 International Dr.
Orlando, FL 32819-8234
(800) 327-1363 U.S./Canada/Mexico
(407) 351-4600
(407) 363-0517 FAX

Contact: Brenda Knapp-Spencer

The Ramada Hotel Resort Florida Center is located on International Drive and walking distance to many shops and restaurants. The hotel features two pools (one covered and heated). Captain Brandy's Lounge (Karaoke nightly entertainment), restaurant, deli, playground, exercise room, tennis, basketball and shuffleboard. Just minutes from major attractions, eight miles from Walt Disney World's entrance; three miles from Sea World; and two miles from Universal. Free scheduled transportation to Magic Kingdom Park, EPCOT Center, Disney-MGM Studios and a kids-eat-free program. Call for NESRA room rates.

# Ramada Plaza Resort Maingate at the Parkway

2900 Parkway Blvd. Kissimmee, FL 34747 (800) 634-4774 Contact: Mimi Vielhauer

Just one and a half miles from Walt Disney World, the Ramada Plaza Resort Maingate at the Parkway has two pools with waterfall/waterslide, restaurant, lounge, deli, snack bar, kids-eat-free program, free scheduled transportation to major attractions, laundry facilities, Pizza Hut Pizza and tropical gardens.

#### Ramada Orlando Central

3200 W. Colonial Dr. Orlando, FL 32808-8023 (407) 295-5270 (407) 291-2092 FAX Contact: Patti Barnette

Ramada Orlando Central is a full-service Inn located on West Colonial Dr., centrally located to all major attractions, the Orlando Arena and the Florida Citrus Bowl. They offer 315 rooms and two sparkling pools and saunas. Free daily newspaper and coffee. NESRA members receive a special rate of \$35 through Dec. 31, 1995.

#### **Sheraton Inn Lakeside**

7769 W. Irlo Bronson Mem. Hwy. Kissimmee, FL 34747 (800) 848-0801 (407) 396-2222 ext. 7483 (407) 239-2650 FAX Contact: Tara Kelley

Sheraton Inn Lakeside, a 651-room resort one and a half miles from Walt Disney World's main gate, offers guests free use of paddle boats on our private lake, three pools, complimentary transportation to the Walt Disney World theme parks and kids 10 and under eat breakfast and dinner free when accompanied by a paying adult. NESRA members will receive up to a 50 percent discount through the Vacation Magic Club. Subject to availability and the VMC rates are noncommissionable. Call to enroll your company.

#### Summerfield Suites Hotel Orlando

8751 Suiteside Dr. Orlando, FL 32836 (800) 833-4353 (407) 238-0778 (407) 238-0778 FAX Contact: Terri Caracuzzo

Beautiful one-and two-bedroom all-suite hotel features full-size kitchens, living rooms, two private bathrooms, telephone lines and voice mail in each bedroom; color TV in each room and a video player in each suite. Complimentary breakfast daily. Centrally located to all attractions. This new property offers 150 suites and complimentary transportation into Walt Disney World. NESRA discount of 15 percent off rack rate subject to availability. This discount also applies to Summerfield Suites on International Drive.

#### **Tollman-Hundley Hotels**

7335 Sand Lake Rd. Orlando, FL 32819 (800) 516-3297 (407) 354-2482 (407) 363-9009 FAX Contact: Nancy Sellers

Eight unique hotels catering to group and individual travelers. Budget, moderate and first class hotels featuring rooms and suites are located near all major attractions. Family accommodations at affordable prices. Days Inns—Maingate East; Orlando/Lakeside Inn/Lodge Florida Mall; Lake Buena Vista Village; East of Universal Studios along with Days Suites-East of Magic Kingdom; Quality Suites/Maingate East and Orlando Heritage Inn.

#### **Twin Towers Hotel**

5780 Major Blvd. Orlando, FL 32819 (407) 351-1000 (407) 363-0106 FAX Contact: Janice Menke

At the entrance to Universal Studios Florida, the Twin Towers Hotel provides 760 spacious guest rooms featuring one king or two queen size beds. Amenities include exercise room with sauna, whirlpool spa, junior olympic heated pool, five restaurants and lounges as well as 24-hour room service.

#### Vistana Resort

P.O. Box 22051 Lake Buena Vista, FL 32830-2051 (407) 239-3330 (407) 239-3131 FAX Contact: Sarah Fulton

Stay only one mile from the Walt Disney World Complex, in spacious two bedroom, two bath villas (sleeps 6-8) situated within an exclusive neighborhood setting, offering numerous amenities: five adult and five children's pools, seven whirlpools, two complimentary fitness centers, 13 tennis courts, miniature golf, organized activities for all ages and all the comforts of home including fully equipped kitchens, washer/dryer and daily housekeeping. NESRA discount 50 percent off rack rates subject to availability.

#### Wynfield Inns Orlando/Kissimmee

6263 Westwood Blvd.
Orlando, FL 32821-8016
(800) 346-1551 Reserv.
(407) 345-8000
(407) 352-7700
(407) 351-5087 FAX
Contact: Christy Blake

Wynfield Inns offer affordability with style at two locations in the Orlando/Kissimmee area, both just minutes away from Walt Disney World Resort and other exciting Central Florida attractions. Both Inns feature complimentary coffee and tea (and fresh fruit at Orlando location only), beautifully landscaped grounds, heated swimming and wading pools, and poolside bars. The hospitality and friendliness will make your vacation truly a magical one. Identify yourself as an "Inn Crowd" member to receive your year-round 50 percent off discount based on space availability.

#### Minnesota

Pehrson Lodgé Resort Lake Vermilion Dept. NESRA-2746 Vermilion Dr. Cook, MN 55723 (800) 543-9937 (218) 666-5478 (218) 666-2451 FAX Contact: Steve Raps

Stay at Pehrson Lodge Resort on Lake Vermilion in one of 21 clean, neat, housekeeping cabins; boats, motors and guides. Fish for Walleyes, Northerns, Bass and Sunfish. Enjoy peace and quiet and sand beach. NESRA members receive 5 percent lodging discount. For free color brochure call or write.

#### Missouri

#### **Lantern Bay Resort**

100 Lantern Bay Rd. Branson, MO 65616 (800) 338-0407 (417) 388-3000 Contact: Carolyn Powers

Branson's newest resort, ideal for weekends or extended stays, the Lantern Bay Resort is located in the heart of the Ozark Mountains, and adjacent to Silver Dollar City, overlooking Table Rock Lake.

#### Nevada

#### **Best Western Mardi Gras**

3500 Paradise Rd. Las Vegas, NV 89109-3611 (800) 634-6501 (702) 731-2020 Contact: Mary Jo LeClaire

Best Western Mardi Gras is conveniently located three blocks from "the strip," one block from the convention center and 10 minutes from the airport. Each of our minisuites features a spacious living room, wet bar, refrigerator and complimentary inroom coffee. A restaurant and lounge, mini-casino, swimming pool, spa, video games, beauty salon and a gift shop are located on premises. Free shuttle service is available.

#### Best Western Riverside Resort Hotel & Casino

P.O. Box 500 Laughlin, NV 89029 (800) 227-3849 (702) 298-2535 (702) 298-2689 FAX Contact: Donna Williams Daria Stellwag

Located on the beautiful Colorado River, this resort offers 1,405 spacious rooms and suites, 1,500 slot machines, "21" craps, bingo, Keno, poker room with Colorado River view and Roulette. It also features gourmet dining, 24-hour restaurant, Prime Rib Room, Buffet Room seating 422, two pools, six first-run movie theaters, lounge entertainment, Western dance hall, top name performers in Don's Celebrity Theater, Race and Sport book, convention facilities, dance studio, tea dances, 830 RV spaces and a 119-passenger tour boat.

# MGM Grand Hotel & Theme Park

P.O. Box 77711 Las Vegas, NV 89177-7711 (702) 891-2210 Contact: Larry Nettles

This casino resort features 5,005 rooms, 751 suites, health spa, eight restaurants, two showrooms, pool complex, 33-acre theme park and special events arena seating 15,000. NESRA members are eligible for group discounts for 10 or more rooms. Call the Sales Department for information on Emerald Package.

#### ■ New Jersey

#### Claridge Casino Hotel

Broadwalk & Park Pl. Atlantic City, NJ 08401 (609) 340-3500 (609) 340-3867 FAX Contact: Barbara McKernan

#### ■ New York

#### Ramada Milford Plaza Hotel

270 W. 45th St. New York, NY 10036-3901 (212) 869-3600 (212) 398-6919 FAX Contact: Cheryl Baedke, CTP

The Ramada Milford Plaza Hotel offers preferred rates for NESRA members: \$85 single occupancy, \$90 double occupancy, along with complimentary continental breakfast. For frequent guests we offer a Special Executive Business Service Program.

#### Ohio

# Quality Inn Kings Island Conference Center

5589 Kings Mills Rd., P.O. Box 425 Kings Island, OH 45034-9999 (800) 227-7100 (513) 398-0970 Contact: Diana Hanna

Quality Inn Kings Island Conference
Center, located across from Kings Island
Theme Park, offers a 10 percent discount
off regular room rates Friday and Saturday
nights and a 15 percent discount SundayThursday nights. (Discounts do not apply
to poolside rooms, mini-suites or suites,
and this discount is not valid in
conjunction with any other discount or
promotion.) Advance reservations
suggested and awarded based upon room
availability. Call to request discount flyers.

#### Quail Hollow Resort & Country Club 11080 Concord-Hambden Rd. Concord, OH: 44077 (216) 352-6201 (216) 352-6201 FAX ext. 3578 Contact: Rebecca Kucsma

Quail Hollow Resort & Country Club offers the perfect combination for business and pleasure, nestled on 700 acres of rolling hardwoods. The award winning staff attends to your every need from check-in to check-out. Special packages available for groups.

#### Pennsylvania

#### **Caesars Pocono Resorts**

P.O. Box 40 Lakeville, PA 18438 (800) 327-3992 (717) 226-4506 Contact: Christopher Salerno

Caesars Pocono Resorts (Cove Haven, Paradise Stream, Pocono Palace and Brookdale) are the nongaming entities of Caesars World, Inc. Located in the scenic Pocono Mountains of Pennsylvania, these four resorts feature all-inclusive packages for both the couples and family markets. Employee/member discounts are available through the Getaway Club Discount Card program. Call for more information.

#### **Philadelphia Marriott**

1201 Market St. Philadelphia, PA 19107 (215) 972-6700 (215) 972-6704 FAX Contact: Chris Hosmer

The Philadelphia Marriott, with 1,200 sleeping rooms including 58 suites and over 85,000 square feet of meeting and exhibit space, opened in January 1995 and will host the NESRA National Conference & Exhibit, April 19-23, 1995.

#### South Carolina

#### Radisson Suite Resort Hilton Head Island

12 Park Ln. Hilton Head Island, SC 29928 (803) 686-5700 Contact: Janie Treon

This all-suite hotel features 156 spacious suites most with fireplaces. Each suite offers a fully equipped kitchen. Complimentary continental breakfast, outdoor heated swimming pool, hot tub, complimentary lighted tennis courts, bike rentals and discounted green fees are some of the amenities available. Call for NESRA discounts.

#### Tennessee/Kentucky

#### Ramadas of TN/KY

c/o Ramada C.C. Hotel 160 Union Ave. Memphis, TN 38103 (901) 525-5491 Contact: Dan Camp

The Tennessee and Kentucky Ramadas extend healthy discounts to NESRA members—watch for special coupons.

## Merchandise

#### Aris-Isotoner, Inc.

365 Calle Alcazar Walnut, CA 91789 (212) 340-1546

Contact: Leslie Grossman

Aris-Isotoner, Inc. offers ladies' and men's Isotoner gloves and slippers (children's sizes also available) to NESRA members. Umbrellas are now available. Minimum order of \$100 per category is required.

Audio Diversions™
P.O. Box 7490
McLean, VA 22106-7490
(800) 628-6145
(703) 442-4855
(703) 442-9344 FAX
Contact: Frank Johnson, Jr.

Audio Diversions<sup>™</sup> where books talk and people listen. More than 1,800 of the best abridged and unabridged audiobooks—business, inspirational, motivational, fiction and nonfiction—are rentable, buyable and available by mail. NESRA members receive a 15 percent discount.

#### Auto-Shade, Inc.

609 Science Dr. Moorpark, CA 93021 (800) 346-9453 (805) 531-0400 (805) 531-9777 FAX Contact: Karen Swenson

A full line of travel accessories and sun protection items, including automobile organizers; pillow-blankets; thermal bags; cellular phone accessories; sunshades; glare reducers; winter windshield covers; and steering wheel covers are available from Auto-Shade, Inc.

# Bantam Doubleday Dell Publishing Group

1540 Broadway, 16th FI. New York, NY 10036-4021 (800) 223-6834 ext. 9811 (212) 782-9811 in NY (212) 782-8904 FAX Contact: Polly DeFrank

Bantam Doubleday Dell Publishing Group offers best-selling books from the nation's hottest authors at a discount to NESRA members. They can supply your organization with special merchandise flyers for your employees and/or provide you with ideas for employee recognition/gifts, and motivational books for health and fitness programs. All orders are shipped in bulk to one location (free freight).

#### Burnes of Boston Terragrafics, Inc. Showbox Photo Viewer

225 Fifth Ave., Ste. 929 New York, NY 10010 (212) 685-3950 (212) 447-5171 FAX Contact: Myrna Zarrell

Burnes of Boston is the largest frame and photo album manufacturer in the U.S. Terragrafics is an upscale line of fine photo frames. Showbox Photo Viewer is a revolutionary new way to store, share and display photos. Showbox holds from 10-40 photos. Special discounts and dating programs available for all employee stores.

#### 800-Call-Bob for Flowers

17 S. 5th St. Moorhead, MN 56560 (800) 225-5262 (218) 236-1574 (218) 236-1575 FAX Contact: Robert Johnson

A family-owned floral business since 1975, we provide flowers, plants and fruits to corporations and employees throughout the country. We guarantee our high quality product and services 100 percent. We rebate \$3 on each item ordered of \$30 or more.

#### Century Products Co.

9600 Valley View Rd.
Macedonia, OH 44056-2096
(216) 468-2000 ext. 379 or 327
(216) 650-2875 FAX
Contact: Carol Helminski
Amy Hickin

Century Products Co. is a manufacturer of juvenile products, such as convertible car seats, infant car seats, strollers, walkers, high chairs, swings, infant carriers, bath items, mobiles, etc.

#### **ChemArt Company**

11 New England Way Lincoln, RI 02865 (800) 521-5001 (401) 333-9200 (401) 333-1634 FAX Contact: Peter Gacicia, III

The manufacture, marketing and order fulfillment of original, custom-made brass collectibles, is available through ChemArt Company in a variety of finishes including 24kt. gold and many silk-screened colors. Any object or image of life—a building, landmark, insignia or logo can be designed as a custom collectible.

# Cherry Hill Furniture Carpet & Interiors

P.O. Box 7405 Furnitureland Station High Point, NC 27264 (800) 328-0933 (800) 888-0933 (910) 882-0900 FAX Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture and carpet direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture.

Nationwide in-home delivery is available.

#### **Corporate Jewelers**

12900 Preston Rd., Ste. 815 Dallas, TX 75230 (214) 980-0818 (214) 980-4627 FAX Contact: Adam Cherwitz

Corporate Jewelers are manufacturers, importers and wholesalers of fine jewelry offering consignment programs to company stores and on-site jewelry sales. They have a large inventory of diamonds, precious, semi-precious and 14K gold jewelry and specialize in great service, fine quality and tremendous savings.

#### **DaySpring Greeting Cards**

P.O. Box 1010 Siloam Springs, AR 72761-9987 (800) 944-8000 Contact: Russell Odell Gene Sullivan

Receive a 50 percent discount on all stationery products including Christmas boxed cards, everyday boxed cards, packaged note cards, calendars, a full line of greeting and seasonal cards. Call and ask for the Special Market Department.

#### D.M. Merchandising

1479 Merchandise Mart Chicago, IL 60654 (312) 527-1363 Contact: Mike Chiefari

Outstanding values and variety of high quality, gift boxed, fun fashion jewelry—bracelets, necklaces, earrings, rings and designer pins —unique concept in one price assortment. Custom premium items available.

#### Eden Enterprizes, Inc.

26280 Woodvilla Southfield, MI 48076 (810) 569-6508 (810) 443-4979 FAX Contact: Glenn Bogan

Eden Enterprizes, Inc. is offering a \$19.98 super discount booklet containing a two-for-one value on newly released CDs and cassettes. All music categories. CDs are any two for \$21.96 and cassettes are two for \$9.98, shipped to the home UPS. NESRA members receive 40 percent discount (\$12 per booklet) with no expiration date.

Encyclopaedia Britannica NA 6200 N. Hiawatha, #625 Chicago, IL 60646-4309 (312) 545-5537 (312) 545-9885 FAX Contact: David Hansen

Members receive 8-14 percent off the retail price of Encyclopaedia Britannica. The great books of the Western World and other educational related merchandise. Call for group discount information.

#### **Entertainment Publications, Inc.**

2125 Butterfield Rd. Troy, MI 48084-3423 (313) 637-8400 Contact: Kelly Green

Entertainment Publications, Inc. publishes Entertainment and/or Gold C Saving Spree coupon books in over 100 U.S., eight Canadian, and seven foreign markets. Its books contain hundreds of two-for-one offers for local dining, movies, special events, sports, hotels, and more. Entertainment provides its products to nonprofit fund-raising groups and to employee groups on consignment, with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products for corporations.

#### Fannie May Candles/ Fanny Farmer Candles

1137 W. Jackson Blvd. Chicago, IL 60607-2905 (800) 444-3629 ext. 401 Contact: Greg Percival

Fannie May and Fanny Farmer Candies offer NESRA members 20-35 percent discounts on their candy and gift certificate purchases. These discounts are good year-round. The perfect gift for Christmas, birthdays, client gifts, employee incentives or any special occasion. Great for fund-raising!

#### Farash & Robbins, Inc.

40 Ruta Ct. South Hackensack, NJ 07606 (800) 486-4865 (201) 807-1990 (201) 807-0666 FAX Contact: Brian Tucker

America's best watch program—famous national brand Quartz watches, "Promo" suggested retail \$90-165 cost \$23.95; "Deluxe" suggested retail \$110-195 cost \$29.95 and "Super" suggested retail \$150-295 cost \$39.95. All watches packed in 25, 36, and 50 units with factory warranties included with each watch in its own presentation box.

#### Federal Printing Co.

270 Farmington Ave., Ste. 305 Farmington, CT 06032-1909 (800) 733-6127 Contact: Leon Davidoff

Federal Printing Co. offers fine wedding invitations, social stationery, bridal boutique items, matches, napkins, birth announcements and holiday cards at a 40-50 percent discount to your employees.

#### Fragrance Plus

4840 Desperado Dr. Riverside, CA 92509 (909) 360-0249 (909) 360-6251 FAX Contact: Celia Durbin

Fragrance Plus is a nationwide distributor of fine fragrances. Its inventory features more than 2,600 items. Dependability, service, integrity—at Fragrance Plus you can count on all three.

#### Frito-Lay, Inc.

7701 Legacy Dr. Plano, TX 75024 (214) 334-4927 Contact: James Hilliard

Gloria Shavel Inc. 225 Fifth Ave., #225 New York, NY 10010 (212) 685-2220 (212) 683-3764 FAX Contact: Pauline Gee

Travel accessories for men and women in designer fabrics and ultra suedes; baby accessories such as blankets, bibs, crib puffs, silverplated/sterling rattles, cup, teething rings, frames, etc. and fashion accessories such as unique frames, mirrors, key chains, compacts in various designs, and pill boxes in various designs are all available through Gloria Shavel, Inc.

#### Hanover-Bostonian Shoe Co.

Materials Warehouse 240 Kindig Ln. Hanover, PA 17331 (800) 421-8184 (717) 633-8400 FAX Contact: Polly Hansford

Hanover-Bostonian Shoe Co. offers special savings of 50 percent on its famous "Sportech" athletic footwear. Contact Hanover to set up a program for your employee store, direct discount program or incentives for the company fitness and wellness program.

#### **Happy Discount Plans**

P.O. Box 306 2353 Apple Valley Dr. Howard, OH 43028 (800) 798-2594 (614) 890-2654 (614) 890-2664 FAX Contact: Howard Cherry

Happy Discount Plans offers at no cost to the employer: 1) 50 percent off regular room rates at over 2,000 hotels/motels nationwide; 2) 50 percent off on eyeglasses and contacts; 3) Prescriptions at wholesale prices less 10 percent, from local pharmacies. Call for free information.

# Henry Rosenfeld Luggage Div. of Badanco Enterprises, Inc.

80 Seaview Dr. Secaucus, NJ 07094 (201) 348-8900 Contact: Peter Citti

Henry Rosenfeld Luggage offers a full line of designer luggage and totes. From soft-sided nylon to full-framed tweed sets at discounts of up to 60 percent. We feature designer luggage by Pierre Cardin, Oscar de la Renta, Gloria Vanderbilt, Sergio Valente and our own in-house Frequent Traveler line.

# Inventive Incentive Advertising Co., Inc.

One Bridge Plaza, Ste. 400 Fort Lee, NJ 07024 (201) 592-5039

Contact: Lawrence Stewart Mindy Stewart

Free! We specialize in creating the ultimate employee perk, a custom-made discount card program for employees of corporations such as manufacturers, hospitals, banks, government agencies, etc. with large numbers of employees. This valuable card entitles all your employees to pre-arranged discounts from a variety of businesses in your community, and is given free to your company and your employees. Great perk! No work! Just distribute cards!

#### KAPLA

P.O. Box 160533 Sacramento, CA 95816 (916) 447-5275, phone & FAX Contact: Marie Wilson

KAPLA—wooden construction blocks from France are identical pieces of top quality pine. Each set of KAPLA contains 200 planks (approx. 5"x1"x1/4") for creating many types of structures and includes a booklet of basic techniques. Call for more information.

#### Kelly Russell Studios, Inc.

1621 E. Hennepin Ave. Minneapolis, MN 55414 (800) A BIG HIT (224-4448) (612) 331-7039 FAX Contact: Paul Anderson

"Legends & Superstars<sup>TM</sup>" licensed sports collectibles, mugs and interactive, multimedia computer products. Kelly Russell Studios is a licensee of Major League Baseball, the NFL, the NHL, the U.S. Olympic Committee, and their various players associations.

#### Krementz & Co.

375 McCarter Hwy. Newark, NJ 07114 (201) 621-8300 (201) 596-1148 FAX Contact: Bob Jaroszewski

Hand-crafted in the U.S. since 1866, each piece of Krementz jewelry has a lifetime warranty. Krementz jewelry has the look of real karat gold, but at a fraction of the price. Our jewelry not only looks beautiful, but is also attractively gift-boxed for convenient display and gift giving.

#### Motion Graphics, Inc.

725 Second Ave. N. Minneapolis, MN 55405 (800) 545-8040 (612) 374-3818 (612) 374-2592 FAX Contact: Mark Donnay

Motion Graphics offers a wide range of open and limited edition graphics, greeting cards, vendor shows and framed wall decor in addition to a complete selection of convenient merchandising options.

# North American Marketing Corp. (NAMCO)

100 Sanrico Dr. Manchester, CT 06040-2225 (203) 649-3666 Contact: Gary Tampone

NAMCO Toy Wholesalers has specialized in toys for corporate children's Christmas parties for 30 years. Case lot sales only; all at low wholesale pricing.

Porter Wallace Corp. 135 W. 29th St. New York, NY 10001 (212) 244-0088 (212) 244-0237 FAX Contact: Gary Brill

Porter Wallace supplies merchandise to NESRA members for picnics, Christmas parties, blood drives, company stores, fund-raisers, sales meetings and special promotions. Items range from tote bags, water bottles, umbrellas, stuffed animals and toys to fragrances, watches, seasonal items, name brand closeouts to non-printed and imprinted items, and much, much more.

#### R. J. Spencer Associates, Inc.

9825 W. Sample Rd., Ste. 203 Coral Springs, FL 33065-4040 (305) 345-8991 (305) 345-8997 FAX Contact: Marsha Kaye

R. J. Spencer Associates is an advertising company working with corporations, hospitals, government agencies and credit unions throughout the nation offering custom designed complimentary discount cards to all employees, members, retirees and volunteers of the aforementioned. Through a joint effort, the neighborhood merchants in your community offer wonderful discounts on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute/make available the free discount cards.

#### Revion, Inc.

2182 Rte. 35 Holmdel, NJ 07733-1199 (203) 795-8386 Contact: Ken Campbell

Prestige Fragrance & Cosmetics, Inc. offers famous name brands, delivered factory direct, with savings up to 75 percent off on men's and women's fragrances, skin and haircare products, and much, much more.

#### Reading's Fun, Ltd.

119 S. Main St. Fairfield, IA 52556 (800) 689-1771 ext. 270 (515) 472-6813 FAX Contact: Daniel Sperry

Reading's Fun Ltd. offers Bookfair-USA, an employee event to make available 50-75 percent discounts on high quality hardcover books, with a rebate to the sponsoring organization.

#### Richard Kastner Company, Inc.

4110 Butler Pike, Bldg. B Plymouth Meeting, PA 19462 (610) 397-1010 (610) 397-1020 FAX Contact: Curt Hochberg

Richard Kastner Company, Inc. handles brand name watches, electronics and general merchandise.

#### See's Candies

Quantity Order Dept. P.O. Box 3235 Culver City, CA 90231-3235 (800) 877-7337 Contact: Carolyn Matazara

See's Candies offers fresh quality boxed chocolates and candies available for employee group and association purchases, employee stores, corporate gifts and incentives, and employee association fund-raising. Gift certificates and many items available all year. Holiday specialties for Valentine's Day, Easter and Christmas are also available.

#### Shoemart™ at Kmart

933 Mac Arthur Blvd. Mahwah, NJ 07430 (800) 777-1330 (201) 934-2536 (201) 934-0546 FAX Contact: Joanne Novak

Meldisco is a footwear company providing quality, family footwear through Shoemart departments in all Kmart stores. Styles range from branded athletics (Spalding, Franklin, MacGregor, etc.) to women's casuals (Air Step, Jaclyn Smith, etc.) to workboots and hikers (Texas Steer and Northwest Territory). Our NESRA/Kmart footwear program offers 20 percent savings in Texas Steer workboots and Air Step styles. To customize a program for your firm or to learn more, call our 800 number.

totes incorporated 10078 E. Kemper Rd. Loveland, OH 45140 (513) 583-2374 (513) 583-9948 FAX Contact: Larry Collins

Totes offers umbrellas, bags, kits, expanding lightweight luggage and can imprint company logos on most products. Umbrellas range from mini-compact to golf umbrella; bags include cooler bags, sport bags, briefcases, travel kits, expanding carry-on, shoulder bag and garment bags.

Town & Country Power Equipment 29800 N. Hwy. 12 Wauconda, IL 60084 (708) 487-4900 (708) 526-2507 FAX Contact: Ed Bradle

The John Deere product line includes everything from walk behind lawn mowers up to 60 H.P. turbo-charged tractors. John Deere products even extend to leaf blowers, chipper/shredders, snow blowers, trimmer/brush cutters, hedge trimmers, lawn edgers and utility carts. Just identify yourself as a NESRA member and receive 10 percent over cost pricing.

#### TransAmerica Mailings, Inc.

6864 Engle Rd. Cleveland, OH 44130 (216) 826-1900 Contact: A. S. Katz

Our Insider's Discount Shopping Club offers discounts up to 50 percent on over 275,000 brand name items from hundreds of leading manufacturers (for example, G.E., Maytag, Black & Decker, Sony, RCA, etc.) Also, we provide catalogs featuring women's apparel, cosmetics, watches and jewelry.

#### Transmedia Network, Inc.

750 Lexington Ave. New York, NY 10022 (212) 787-0843 direct (212) 308-7676 corp. (212) 826-5945 FAX Contact: Martin Greenfield

Transmedia Network, Inc., a public company, offers an international dining program. As a Transmedia Cardholder, you and your dining party save 25 percent on all food and beverage at over 3,600 restaurants. The Transmedia Card is unrestricted. Use it as often and whenever you want.

#### Unitrade Marketing Group, Inc.

1107 Broadway, Ste. 210 New York, NY 10010 (212) 366-1400 (212) 366-1616 FAX Contact: Carl Hyman

Unitrade Marketing Group, Inc. offers brand name close-out-toys—tremendous savings on well-known brands, also sporting goods, health and beauty aids and other general merchandise.

#### Universal Int'l. Inc.

5000 Winnetka Ave N. New Hope, MN 55428-4231 (800) 634-8349 Ext. 247 Contact: Morrie Wilf

Vi-Tel Electronics 100 Hollister Rd. Teterboro, NJ 07608 (800) 443-0594 (201) 440-8700 (201) 440-4151 FAX Contact: Janet Pincus

Vi-Tel Electronics offers one-stop shopping for the employee store. Choose from BASF, Casio, Cobra, Leading Edge, NW Bell, Phonemate, PSION, Quasar, Selectronics, SW Bell, Toshiba and Uniden. We offer same day shipping, dealer direct pricing and small minimums.

#### **Variety Foods**

7001 Chicago 'Rd. Warren, MI 48092 (313) 268-4900 (313) 268-6627 FAX Contact: George Champane

Variety Foods is a snack food manufacturer/processor of nuts and chips since 1928. When our classic products and gift items are shared with family, friends and associates, you will feel confident that you enjoyed true quality and NESRA members will receive 10-50 percent discounts. We specialize in custom packaging.

#### Waterman Pen Company

101 Huntington Ave. Boston, MA 02199 (800) 752-0652 Contact: Daniel Triot

For over 100 years, Waterman has produced the finest writing instruments such as fountain pens, ball pens, pencils and roller balls. The pens are available for your employee store, awards, recognition and business gifts and can be tastefully customized with your company logo.

#### **Wisconsin Toy Company**

(Consolidated International) 300 Phillipi Rd., Dept. 40001 Columbus, OH 43228 (614) 278-6641 Contact: Bob Nacdimen

For over 50 years Wisconsin Toy has been supplying more toys for less money to charities, employee stores, corporate special events, fund-raisers and nonprofit organizations. Wisconsin Toy, through its wholesale and retail subsidiaries, sells first-quality brand name toys at 30-70 percent off regular prices.

# **Photofinishing**

CS Photo 47 Main St. New Britain, CT 06050 (203) 229-2057 (203) 229-4835 FAX Contact: Steve Weiss

CS Photo features the Employee Photo Service USA program. Personalized discount employee film developing services are offered and much more to all sized companies in CT, MA, NH and RH. Film, cameras and other photo accessories are also available at a wholesale price.

#### **FUJI TruColor Service**

514 S. River St. Hackensack, NJ 07601 (800) 527-4680 (201) 807-1838 FAX Contact: Tom Kearns

FUJI TruColor features its EPS "on-site" employee film developing program, offering employees convenience, personalized service and high quality at discounted prices. Also offered are many unique photo related special services designed to complement existing employee activities such as employee picnics, blood drives and lunchtime education seminars, to name a few.

#### **Konica Quality Photo**

P.O. Box 2011 Portland, ME 04104 (207) 883-7325 Contact: Richard Hauser

Konica Quality Photo, the nation's second largest wholesale photofinisher, offers innovative and flexible film developing programs, as well as outstanding quality and service. Konica also offers a total package of high quality imaging products including cameras, film and minilab/microlab programs. We put it all together for you and your employees.

#### Monarch Photographics

P.O. Box 3205 Cleveland, TN 37320 (615) 478-1640 Contact: Mark Clark

Monarch Photographics provides an opportunity for your company to show appreciation to your employees with a "Family Portrait Employee Appreciation Program." Provide your employees with a gift that will be a lasting memory.

#### Qualex Inc.

3404 N. Duke St. Durham, NC 27704-2199 (919) 383-8535 (919) 382-6520 FAX Contact: Thomas Mewhirter

Qualex, America's largest film developer, provides full processing services. Qualex is the exclusive provider of KODALUX processing services under license from Eastman Kodak Company. Additional services include Photo Galaxy systems, Photo CD transfers and on-site processing.

# Specialty/ Professional Services

#### **American Family Day Corporation**

P.O. Box 669068 Marietta, GA 30066-0102 (800) 227-3801 (404) 426-1807

(404) 426-0906 FAX Contact: Bill Blohm

At last, a company to take the burden of coordinating the company picnic, open house and anniversary celebration off your hands. We are a nationwide company offering services for corporate picnics, open houses and anniversary celebrations for 500-50,000 guests. We own the largest selection of games, activities, catering and concession supplies. A turnkey operation, American Family Day is celebrating its 10th year in business with the opening of our Ohio

ch Productions & Design 1209 Tech Blvd., Ste. 207 Tampa, FL 33619 (813) 664-1977 (813) 664-1787 FAX Contact: Keith Curington

ch Productions designs and produces custom theme packages to accommodate almost any budget. Let ch create a custom theme for your next Employee Awards Banquet or Holiday Party to exceed all expectations! Call today for a 15 percent discount to NESRA members.

Capital Concepts 5 Lyons Hall, Ste. 382 Basking Ridge, NJ 07928 (800) 815-8500 (908) 647-9339 FAX Contact: Barbara Steinberg

Capital Concepts specializes in employersponsored education for personal money management and financial planning. Custom services include: planning and design consultation; seminar and workshop contents designed to meet employee needs; and materials tailored to include employee benefits information.

#### **Employee Printing Services**

P.O. Box 248
Bedford Park, IL 60499-0248
(800) 323-2718
(708) 496-0312
(708) 496-8058 FAX
Contact: Mary Milbradt

Employee Printing Services offers wedding and social invitations and accessories, commercial stationery and holiday greeting cards. Our risk-free program provides your employees and company with an easy-to-use source for their printing needs at a 40 percent discount off retail. Sample albums are sent at no cost to NESRA companies for their employees' use. All ordering and payment is done by the employee directly with us. All work is 100 percent guaranteed.

#### **Enchanted Parties**

711-5 Koehler Ave. Ronkonkoma, NY 11779-7410 (516) 467-6628 (516) 467-0364 FAX Contact: Martin Greenstein

Enchanted Parties offers full event planning and design. We provide everything from the strategic plan through production and event management. Our award-winning full service programs include everything from picnics to banquets, team-building programs, and

entertainment including music, interactive personalities, magic, olympics, carnival, casino and murder mystery. Call today for special programs and discounts for members.

#### **Executive Color Studios**

10900 E. Hwy. WW Columbia, MO 65201 (800) 733-1041 (314) 874-4964 FAX Contact: Linda Ordway

Executive Color Studios offers a portrait program for ES&R managers to offer to employees and generate funds for their association. The program offers your employees a 10" x 13" family portrait on canvas for \$9.95 and your employee association keeps \$5 each. When 500 or more families are photographed, you keep the entire \$9.95. We have photographed the largest NESRA companies for years. We can photograph off-site and other family portrait and glamour promotions are also available. Call for a list of customers or for more information.

#### **Express America Mortgage Corp.**

9449 N. 90th St., Ste. 100 Scottsdale, AZ 85258 (800) 580-7334 (602) 661-4202 (602) 661-4242 FAX Contact: Dennis Corderman

This mortgage company offers home mortgage loans to NESRA members at preferential interest rates and a 50 percent reduction in origination fees. Available on 800 telephone service or Comp-U Serve™ Computer Network.

#### Floral Communications

1800 Corporate Blvd. Boca Raton, FL 33431 (407) 995-8138 (407) 995-8143 FAX Contact: William Abel Tom Cali

Floral Communications provides computer-based order routing to the floral industry. Employees need only call a central toll-free number and their calls are automatically routed to the delivering florist using Florcom's patented MemoryLink<sup>™</sup> system.

#### Fun Company (The)

3658 Atlanta Industrial Dr., Ste.#D Atlanta, GA 30331 (404) 505-8811 (404) 505-8711 FAX Contact: Scott Larson

The Fun Company, in business for 30 years, is in the business of doing employee relation events such as company picnics, open houses and anniversary celebrations.

#### **Fun Services**

3815 S. Ashland Ave. Chicago, IL 60609 (800) 926-1223 (312) 847-2600 (800) 574-9090 FAX Contact: Jay Hoult

Fun Services has been helping companies organize their picnics and special events for over 25 years. We provide games, prizes, booths, entertainment, funathalons, and programs tailored to both children and adults. We offer a wide variety of premiums, imprinted items and fund-raising programs. Fun Services has offices in most major U.S. cities, there's an office near you. Call our 800 number to contact your local representative.

General Vision Services 330 W. 42nd St. New York, NY 10036 (212) 594-2580 (212) 279-0498 FAX Contact: Sharon Coleman

General Vision Services is the largest third-party optical provider in the NY Metropolitan area. We offer special discount programs to all NESRA members and their employees. Call for more information.

#### Health Enhancement Systems, Inc.

5321 Bloomfield Dr. Midland, MI 48642 (517) 839-0852 (517) 839-0025 FAX Contact: Dean Witherspoon

Health Enhancement Systems with over 2000 current customers, publishes the Health Promotion Practioner Newsletter, a how-to newsletter for Wellness managers and creates low cost health and fitness Incentive programs like "Twelve Days of Fitness," "Exercise Americal-National Parks," "Feel Like A Million" and "Healthy Harvest."

#### J. B. Benton Advertising

120 Sylvan Ave. Englewood Cliffs, NJ 07632-2501 (201) 592-1510 Contact: Thomas Feely

#### **Kessler Financial Services**

855 Boyston St., Sixth Fl. Boston, MA 02116-2622 (800) 262-6628 ext. 6092 Contact: Karen Cox

Kessler Financial Services (KFS) is a nationwide marketing company offering the competitive NESRA Credit Card. TNFS and MBNA America also offer other financial benefits to member organizations and companies.

#### Max Advertising and Design

709 Davenport Rd. Gatlinburg, TN 37738 (615) 430-5563 Contact: Don Mack

Max Advertising and Design is a fullservice agency that produces logos, brochures, newsletters, etc., including TV and video production for advertising use. Tourism and travel packages can be created including all needed collateral materials.

#### McNabb & Associates

121 West 27 St. New York City, NY 10001 (212) 989-7877 Contact: Charlene Green

McNabb & Associates provides a full range of destination management, corporate meeting and event planning services. We specialize in serving corporate, convention and meeting managers and special interest group organizers, and offer expertise in arranging promotional campaigns and product launches. Our special events work consists of custom designed theatre and arts programs including opening night galas and film premieres.

#### Portrait Concepts, Ltd.

219 Broadway, Ste. 222 Laguna Beach, CA 92651 (714) 497-5683 Contact: Robert Kremer

Portrait Concepts offers a Family Portrait Employee Appreciation Program free to NESRA companies. The program entitles each employee's family to receive an 8 x 10 family portrait, mounted on Artist's Canvas, as a gift from the company. We provide all needed materials.

#### Print, U.S.A.

P.O. Box 2009 Hazleton, PA 18201-0675 (800) 538-1585 (717) 455-1977 FAX Contact: Franklin H. Silcox

Print, U.S.A. offers an elegant line of both traditional and contemporary designs for wedding invitations and announcements, social invitations, personal stationery, accessories and holiday greeting cards. The selection includes a choice of either raised-printing or genuine copperplate engraving, all at a 40 percent discount. An additional company rebate is available. Employees may order direct or through a company store. Albums and ordering supplies are provided at no charge. Satisfaction completely guaranteed.

Recreation Picnic Service, Inc. 454 Prospect Ave. #19 West Orange, NJ 07052 (201) 992-7785 (201) 992-1636 FAX Contact: Joan Rothbard

Recreation Picnic Service organizes and conducts recreation programs for corporate outings. In addition to providing great games, contests, tournaments and prizes, we offer clowns, face painting, carnival booths, rides, etc. We travel to the location of your choice.

# Source One Mortgage Services Corp.

80 Blue Ravine Rd., Ste. 100 Folsom, CA 95630 (800) 736-0550 (916) 351-1999 FAX Contact: Alice Clarke Roe

Source One's Gold Key Mortgage Program offers an average savings of \$1,500 in closing costs for home purchase and refinance transactions nationwide. Customer service advantages include 5-day appraisals, 10-day underwriting decisions, interest rate locks up to 270 days and a program offering interest rate locks and loan pre-approval to prospective home buyers.

#### Total Financial Group, Inc.

11711 N. Meridian, Ste. 602 Carmel, IN 46032 (317) 843-5880 Contact: Ray Blunk

Total Financial Group Inc. offers a generic educational workshop that is designed to help people prepare for retirement. Students learn about maximizing pension

options, lump sum distributions, investments, asset allocation and much more. A conservative approach to retirement planning.

Unirec, Inc. 552 Valley Rd. West Orange, NJ 07052-5116 (201) 325-9111 (201) 325-1119 FAX Contact: Stanley Levy

Complete event planning service specializing in recreational programming. We are your direct source for picnics, team building, casinos, carnivals and theme events.

Warner Books 1271 Ave. of the Americas New York, NY 10020 (800) 222-6747 (800) 222-6902 FAX Contact: Julie Sanders

Warner Books, the leader in printed premiums and custom publishing, offers the very best in high perceived value, inexpensive customization, format flexibility, targeting subject matter and low mailing costs. We meet any contract specifications including varying degrees of customization (coupons and advertising), budget and scheduling.

# Sporting Goods/ Sportswear

#### Blackbird Int'l.

1333 E. University Dr. Tempe, AZ 85281-4216 (800) 272-7171 (602) 966-7384 Contact: Erin O'Leary

Blackbird Int'l. produces high-tech stateof-the-art aviation graphics screened onto apparel, wall graphics and ceramic mugs. Seven separate collections feature aircrafts from WW II to Space. Wholesale pricing with quantity discounts available.

#### College House, Inc. (The)

601 Cantiague Rd. Westbury, NY 11590 (800) 888-7606 (516) 334-7600 (516) 334-7354 FAX Contact: Ned Jones

College House proudly produces a complete line of 100 percent made-in-the-U.S.A. screenprinted and embroidered sportswear. They offer custom, innovative graphics created by its in-house Art Department. Please call for catalog and details about its NESRA program.

#### **Gear For Sports**

9700 Commerce Pkwy. Lenexa, KS 66219-2402 (800) 423-5044 (913) 888-0535 (913) 888-4273 FAX Contact: Kirk Kowalewski Daryl Donati

Gear For Sports offers a complete line of high quality sportswear: T-shirts, shorts, sweatshirts, polos, woven shirts, sweaters and outerwear. We embroider or silkscreen these garments with your company name, logo or create a custom design just for you.

#### Hillerich & Bradsby Co., Inc.

P.O. Box 35700 Louisville, KY 40232-5700 (502) 585-5226 (502) 585-5248 FAX Contact: Nancy Millett

Hillerich & Bradsby Co., Inc. is the manufacturer of Louisville Slugger® baseball/softball wood/aluminum bats, fielders' gloves, equipment, accessories and Power Bilt® golf clubs, equipment and accessories. Write or call for more information.

#### King Louie, International, Inc.

13500 15th St. Grandview, MO 64030-3000 (816) 765-5212 Contact: Neal Kabler

American manufacturer of quality jackets, sports shirts, caps and cotton-rich activewear. Complete in-house "state-of-the-art" design and decorating facilities.

#### National Rifle Assoc. of America

11250 Waples Mill Rd. Fairfax, VA 22030 (703) 267-1460 Contact: E. D. Andrus

The National Rifle Association of America extends technical assistance to individuals and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments and affiliated clubs), rifle and pistol, hunting, etc.

Sportswear Unlimited 175 Tompkins Ave. Pleasantville, NY 10570 (800) 934-6400 (914) 769-6845 FAX Contact: Helen Bowers

Imprint your company logo (or any other design) on T-shirts, sweats, jackets, caps, towels, umbrellas, totes and gym bags. Perfect for company stores and for event recognition. Make individual T-shirts, etc. from photographs or individual artwork with our trademarked TeesMees<sup>TM</sup> process. Great for events, recognition or humor. NESRA members receive 10 percent off for their first order. Call for free catalog.

#### **Treads & Threads**

3227 Commander Dr. #101 Carrollton, TX 75006 (214) 713-6262 (214) 713-6262 FAX Contact: Mike Chester David White

We offer a full selection of nationally known brands of athletic shoes, apparel and sporting goods at substantial savings from retail. Merchandise can be bought from catalog pages, in-store displays or a scheduled sales event at your company location.

## **Travel**

#### **Aer Lingus**

122 E. 42nd St. New York, NY 10168 (212) 557-1090 ext. 4010 Contact: Bernard Lynch

Aer Lingus, the National Airline of Ireland, flies between the U.S. and Ireland and from Ireland to the United Kingdom and Continental Europe. Aer Lingus vacations feature a wide range of tour products for both family and group travel. Group discounts are available. Call for more information.

# Adventure Tours U.S.A./ Jack Tar Village Resorts

5949 Sherry Ln. Dallas, TX 75225 (214) 360-5000 Contact: Elizabeth Murski

Adventure Tours U.S.A. and Jack Tar Villages, our sister subsidiary, are a Dallas-based tour company. We are dedicated to providing premier value corporate incentives, meetings, group, and company/employee vacations, offering a ski or warm weather destination. We look forward to working with you to provide and fulfill your highest travel expectations. Significant discounts are available to NESRA corporations and their employees!

#### Alamo Rent A Car

110 Tower 110 S.E. Sixth St. Ft. Lauderdale, FL 33301-5000 (800) 354-2322 Reserv. (800) 328-8018 ext. 3116 mem. (305) 522-0000 ext. 3116 Contact: Kathleen Nisbet

Alamo Rent A Car offers NESRA members discounts on daily, weekly and weekend rentals. For reservations, call your professional travel agent or call Alamo at (800) 354-2322 and state your membership ID #236413 and rate code B-Y. To order membership ID cards or coupons for your employees, call (800) 328-8018 ext. 3116.

#### **Aspen Skiing Company**

P.O. Box 1248 Aspen, CO 81621 (800) 525-6200 (303) 920-0763 (303) 925-9024 FAX Contact: Kevin Owen

With four ski mountains, Aspen Mountain, Aspen Highlands, Tiehack and Snowmass, three hotels, golf and tennis, the Aspen Skiing Company offers a variety of recreational packages at special NESRA discount rates. Call (800) 525-6200 for details.

#### Avis Rent A Car System, Inc.

6301 Ivy Ln., Ste. 710 Greenbelt, MD 20770-1492 (800) 331-1212 (301) 441-3481

Contact: James Mitchell

The employee-owners of Avis invite NESRA members to experience our state-of-the-art car rental services. Special savings are available by using the NESRA/Avis Worldwide Discount (AWD) number A310600. For reservations call our toll free number.

# Certified Folder Display Service, Inc.

1120 Joshua Way Vista, CA 92083 (619) 438-7373 (619) 727-1583 FAX Contact: Anne Fearn

Certified provides free travel and recreation brochure display racks to major employers. Our racks feature major local and regional attractions and destination resort brochures. Our frequent restocking service keeps our displays well-stocked for your employees.

#### **City Wide Reservations**

2929 E. Desert Inn Rd., Ste. 20 Las Vegas, NV 89121-3604 (800) 733-6644 (800) 733-8616 Group Sales (702) 794-2943 FAX Contact: Robert Colvin

City Wide Reservations offers 10 percent discounts at over 25 Las Vegas and Laughlin Resort Hotel/Casino properties. Be sure to ask about special three- day/ two-night packages, car rental rates, plus wedding and honeymoon packages.

#### **Cruise America**

11 West Hampton Ave. Mesa, AZ 85210-5258 (800) 327-7799 (602) 464-7319 (602) 464-7339

Contact: Bob Caldarone

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P.O. Box 422007 Kissimmee, FL 34742-2007 (800) 333-KISS Reserv. (800) 831-1844 U.S.A. & Canada (407) 423-6070 Orlando (407) 847-5000 Contact: Lori Driscoll

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# What Attracts Them?

# Identifying Barriers and Reasons for Participation in ES&R Programs

a research study presented by

# The NESRA Education & Research Foundation

by Jon C. McChesney, ABD

he determination of barriers to employee leisure program involvement is an important step to increasing participation rates.
Additional insight may be garnered by examining why your current employees choose your services rather than the private sector. These were two issues addressed in a study of a Fortune 500 company with an established employee leisure program.

The organization studied was a national health insurance company located in the southeast. This organization currently has a workforce of approximately 2,500 employees after a recent restructuring that included personnel layoffs and the splitting of the company into two separate organizations. A total of 383 employees participated in the study including 211 non-participants of the employee leisure program and 172 program

participants. There were 81 male and 91 female program participants with an average age of 33.7, and program non-participants were comprised of 69 males and 142 females with an average age of 34.9.

This organization offers the following programs and services in their employee leisure program:

- **1.** Personalized fitness testing
- 2. Computerized cardiovascular equipment
- **3.** Strength training equipment
- **4.** Aerobic/Exercise classes
- 5. Racquetball/Squash/Wallyball
- **6.** Recreation Programs (golf, softball, basketball, volleyball and karate)
- **7.** Wellness classes (smoking cessation, stress management, single parent series, self-esteem series, nutrition, and cholesterol screening).

# Barriers to Participation

There were 11 barriers to participation that were identified through a literature review. Table A summarizes the data. The most frequently cited barriers (a lack of time, work commitments and family commitments) are supportive of recent studies indicating that many people today perceive a lack of leisure

time and a feeling of being "rushed" (Cutler, 1990; Gallup & Newport, 1990; Schor, 1991). Although the organization studied has a flextime policy that could potentially modify these time constraints, it is implemented or restricted by the discretion of individual department managers.

#### **Table A**

lem	Very	Somewhat	Not
	Important	Important	Important
Lack of Time	120	48	19
	(64.2%)	(25.7%)	(10.2%)
Too Expensive	33	74	74
	(18,2%)	(40.9%)	(40.9%)
Lack Interest in Programs	27	68	79
	(15.5%)	(39.1%)	(45.4%)
Inconvenient Hours of Operation	60	44	73
	(33.9%)	(24.9%)	(41.2%)
Overcrowded Facilities	33'	63	77
	(19.1%)	(36.4%)	(44.5%)
Nobody to Participate With	36	45	92
	(20.8%)	(26.0%)	(53.2%)
Poor Facilities	20	22	127
	(11.8%)	(13.0%)	(75.1%)
Work Commitments	83	55	41
	(46.4%)	(30.7%)	(22.9%)
Family Commitments	98	36	42
	(55.7%)	(20.5%)	(23.9%)
Lack Skills or Abilities	21	. 27 (15.8%)	123 (71,9%)

(35.7%)

(23.4%)

(40.9%)

#### Reasons For Participating

Family commitments as a leisure barrier could possibly be minimized by providing childcare, which currently is not available at the facility. There appears to be a demand for such a service. This demand became apparent with the open-ended question, "Are there recreation programs or facilities that you would like for the company to initiate?" There were 21 respondents that indicated they would like to have childcare.

The barrier, "Inconvenient Facilities," is perhaps unusual for an employee leisure program as they are generally provided in close proximity to the work site. Although the program is indeed located at the primary geographical location of this organization, there are multiple area offices that are not in close proximity to the program facility (5-10 city blocks). In addition, parking is not readily accessible.

The "Hours of Operation" also served as a significant participation barrier. The hours of operation are from 6:30 a.m. to 8:00 p.m. Monday through Friday. Perhaps the lack of weekend hours accounts for this perception of inconvenient hours of operation.

In addition to the barriers identified through the literature review, respondents were asked if there were any additional barriers that restricted their leisure involvement at work. The most significant barrier reported was the lack of a facility in "My Building:" as 25 program non-participants noted this barrier even though "Inconvenient Facilities" was a variable already included in the study. The inference is that convenience is critical for many to participate in an employee leisure program. There were three additional responses:

- **1.** Lack Motivation/Too Lazy (N=4)
- 2. Medical Condition Restricts Activity (N=3)
- **3.** Prefer Same-Sex Facilities (N=3).

There were seven reasons for participation included in this study that were identified through a literature review. Table B on page 22 summarizes the results.

The most important reason given for program participation was convenience with 92.4 percent of program participants noting this to be very important. This item is somewhat ironic given that inconvenience was noted as a primary barrier to participation. However, we can infer that those participating in the program are likely to be located in the same building as the program facilities. In addition, 44.1 percent of program participants indicated that they worked in excess of 40 hours per week, therefore, the need for convenient facilities arose due to time constraints.

Participating for fitness and health reasons was regarded as very important by 87.1 percent of program participants. Closely associated with this response was the participation reason "Relaxation," which was very important to 60

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For more information, call Fannie May Candies Quantity Order Department 1-800-444-FMAY. percent of the respondents. Furthermore, when asked to specify any additional reasons for participation, stress reduction was the only other reason mentioned (N=7).

It is also interesting to note that the expense of the program was very important as a barrier to participation to 33 respondents, yet the cost was also perceived to be less expensive than private facilities and a reason to participate by 81 people. Each employee leisure program participant must pay a member fee in the form of a payroll deduction twice monthly of either \$6.92 or \$12.92 dependent on the employee's job classification. It seems logical to conclude that the price structure of the leisure program is somewhat sensitive given that it was both a

primary reason and barrier to participation. Perhaps employees perceive such a program as an additional benefit that should be provided with minimal associated cost. The cost of this program is competitive with the private sector, but with generally less program and facility offerings, which may evoke equity comparisons.

Identifying barriers and reasons for participating in an employee leisure program can certainly provide the practitioner with insight into the motivations of program involvement. As a result, marketing the program becomes an easier task. A fundamental administrative goal of any employee leisure program would seek to maintain consumer (participant) satisfaction while attracting new customers.

#### **Table B**

Item	Very	Somewhat	Not
	Important	Important	Important
Convenience	158	.10	3
	(92.4%)	(5.8%)	(1.8%)
Less Expensive than	81	64	20
Private Facilities	(49.1%)	(38.8%)	(12.1%)
nteresting Programs/	38	86	44
Learning New Skills	(22.6%)	(51.2%)	(26.2%)
Enjoyment/Fun	101	59	8
	(60.1%)	(35.1%)	(4.8%)
Fitness/Health	148	18	4
	(87.1%)	(10:6%)	(2.4%)
Associate with Friends/	60		35
Establish Friendships	(35.5%)		(20.7%)
Relaxation	99	57	9
	(60.0%)	(34.5%)	(5.5%)

Jon C. McChesney, ABD, is assistant professor at St. Cloud State University, St. Cloud, Minnesota. He is completing his doctorate in recreation management at the University of Kentucky. McChesney presented details of his research on job satisfaction among participants and non-participants at NESRA's 53rd Annual Conference and Exhibit, held in San Antonio, Texas.

# Recommendations

Current participants should be randomly surveyed to determine motivations for participation. This type of information may provide insight that may assist marketing the employee leisure program to non-participants and infrequent participants. Also, promotional information may focus on the reasons employees choose to participate, therefore, attracting additional participants.

Periodically surveying participants also demonstrates to them that you are concerned about their needs and interested in continuous improvement. Finally, such information may provide support for program continuation.

- Barriers to participation such as work and family commitments may indicate a need for time management programs or greater flexibility regarding program time. In addition, management personnel may need to be informed of such perceptions to maximize employee satisfaction.
- Identifying employees that are restricted by medical conditions or other disabilities is the first step in program modification. The program modification may be a simple procedure.

  Regardless, the program is demonstrating a responsiveness to employee diversity.
- 4. Interpersonal barriers to participation such as "nobody to participate with" or "lack skills/ abilities" could potentially be countered through a buddy program or matching current participants with such non-participants.
- It appears from the study of this organization that some employees may not be aware of the leisure programs that are provided or may be misinformed. The implication of this inference is that it should not be taken for granted that employee leisure program offerings are completely understood. Perhaps an "open house" or a special event such as an anniversary celebration of the program, kick off the year program, or a New Year's Resolution Club could be offered to provide information in a non-threatening and fun environment.

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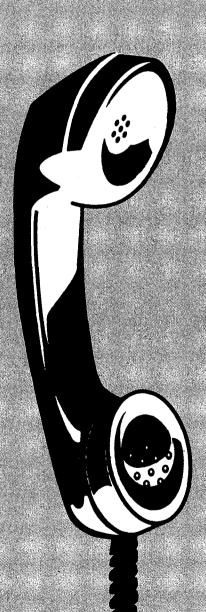
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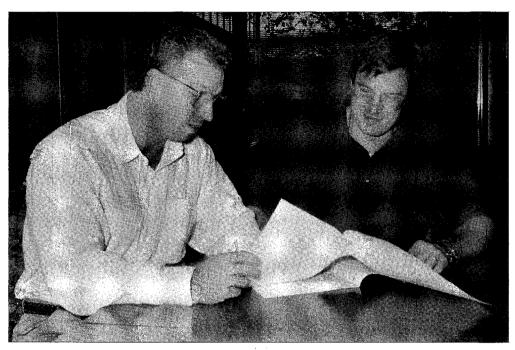
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- Much, much more!



# Teach Employees The Role Self-Esteem Plays in Wellness



David Dale, M.S. (left) helps employee, Rob Alford establish realistic goals.

ass media have sold the public a bill of goods.

Marketing executives are dictating to the general public what fitness should be and at the same time setting unrealistic goals for millions of people. Contrary to the visions of Madison Avenue, fitness is not an industry devoted to spandex and hard body models.

#### **Dispelling the Myths**

Fitness is for everyone. There should be no fashion contest. Participants of fitness programs should come in all ages, sizes, shapes and levels of fitness. For years people have been told that the fitness craze is on—that people are taking up fitness lifestyles in greater and greater numbers. Although the fitness industry has grown, the industry has grown more from a commercial base than from a participant base. If you look around, it seems that everyone is wearing high-profile, namebrand athletic clothing, but for the most part they are not using it for its intended purpose.

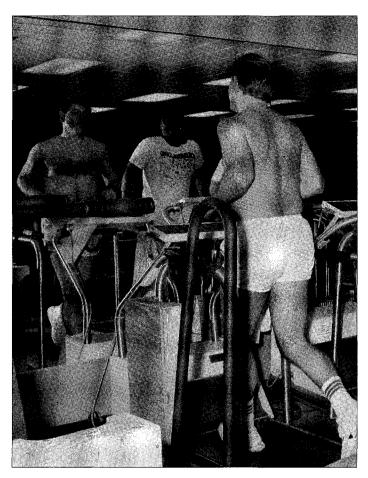
As health promotion professionals, we must tear down these existing stereotypes and uncover the true meaning of health and fitness. It is easy to preach to the choir. It is quite gratifying to relay your knowledge to an accepting population. By surrounding yourself with those devoted to health and fitness, you can remain in your comfort zone. To make a real impact, however, we must reach outside that zone and gather in those people in most need of healthy lifestyle changes.

#### Program Addresses Body, Mind and Spirit

"Fit Image" is a program designed to facilitate the development of healthy and positive lifestyle changes. "Fit Image" teaches participants how to be healthy in mind, body and spirit by addressing the psychological factors that are keeping people from exercising and following healthy lifestyles. The program encourages inclusion of physical activity, healthy food choices and positive thinking through self-esteem enhancement and self-management in the wellness approach to overall well-being.

by David M. Dale, M.S.

Employee Services Management 29



Employee Fred Lutzeier works out on the treadmill as part of his Fit Image Program.

The program's psychological approach to well-being provides participants with the knowledge and practical skills to achieve and maintain a healthy lifestyle while decreasing their risk of developing other lifestyle debilitates such as heart disease, diabetes, cancer and hypertension.

There are three motivational barriers we must help people overcome. First, one must help participants decide to like who they are and that they are worth the effort. This is essential. People would not go out of their way to do something for someone they didn't care for and the same goes for themselves. A participant must find that s/he is the most important person in his/her life. As health promotion professionals, we should be in the business of building self-esteem. Self-esteem, the knowledge that you are a valuable person, is the cornerstone of all success in life. Selfesteem is understanding that there is no one else who talks like you, walks like you or has your dreams. It is realizing that no other person has your personality or your abilities. It is being comfortable with your uniqueness.

"Fit Image" builds on the fact that everyone needs positive support. When you

focus on the positive, you begin to become part of the solution rather than the problem. When we build the self-esteem of others, we build our own self-esteem at the same time. It is impossible to sincerely help others without feeling better ourselves. One should act as motivator and role model.

Second, we must get participants to take responsibility for themselves. People are responsible for their own actions and choices. They must not rely on others to take care of them. Many fall in the trap of wanting others such as family, the company or even the government to be responsible for their well-being. Although one or all of these entities may help them in some ways, ultimately the decision is up to them to take responsibility for themselves. Participants must realize that they have total control over the decisions they make, but may not necessarily have total control over the consequences arising from those decisions.

Everything a person does is either out of the need to avoid pain or a desire to gain pleasure. You often hear people talk about changes they want to make in their lives, but somehow they can't get themselves to follow through. People feel frustrated, overwhelmed and even angry with themselves because they know they need to take action. They keep trying to change their behavior that is the effect instead of dealing with the cause behind it.

So why is it that people can deal with pain but still fail to change? The reason is they have not hit their emotional threshold. This is the point where pain is at a level that they are no longer willing to accept it. At that magical point, pain becomes this person's friend and change is elicited. This is what drives a person to take new action and produce new results. They can become even more powerfully compelled to act, and in the same moment they can sense the pleasure from their new actions.

In "Fit Image" we try to find these causes through individual counseling. Participants are asked to fill out a personality profile and health risk appraisal. Information from these are reviewed by both the individual and the counselor together. The counseling session is nonjudgmental and nonconfrontational. All information exchanged during the counseling session is kept confidential.

Third, participants must set realistic shortterm goals. Many people set unrealistic goals that are unattainable. Many times this is the result of the constant barrage of misinformation and unrealistic fitness images portrayed by media and marketers. Goals should be short-term (monthly to quarterly) and somewhat challenging but not overwhelming. This type of goal setting breeds success, and being successful will encourage a person to continue. Once a goal is set, everything comes down to choices. With each decision a person makes there is a question s/he has to ask him/herself. Is this contributing to my goal or not, or is it more important to me than my goal?

The components of "Fit Image" are based on behavior modification and self-awareness. It incorporates individualized goals that will lead to healthy lifestyle choices and wellness benefits. Participants are guided in the development of their own obtainable goals. After these goals are set, progress is monitored through nutrition records, activity records and fitness assessments.

#### **Program Components**

The "Fit Image" Program consists of three meetings a week for four weeks—or a total of 12 sessions. Each session includes 30 minutes of classroom instruction and an activity period for exercise. The first three classroom sessions cover self-esteem, body image and selfmanagement. During these first three classes, the stereotypes set forth by mass media are dispelled and in their place positive images of health and fitness are reinforced. The following three classes focus on nutritional issues followed by three classes on exercise issues. The final three classes examine the psychological issues facing lifestyle changes. These classes will teach the recognition of negative self-image and develop strategies for coping with situations that may breed negatively. They also identify situations such as social and peer pressures and stress-related relapses. Participants must know that it is all right to fail as long as they realize what caused the failure and act upon the causes.

For the exercise portion of "Fit Image," the first class period is devoted to fitness testing of all individuals. Once fitness assessments are in place, the exercise technician and the participant get together and create a fitness prescription dedicated to obtaining the goals the participant has created for him/herself. From that point on, the exercise technicians are cheerleaders and motivators. They are there to answer questions, assist in reforming exercise programs if needed and simply lend support at all times.

#### Conclusion

"Fit Image" steps outside the box of fitness and health and deals with individuals' overall well-being and its relationship to mind, body and spirit.

Health promotion professionals need to get away from working with only the body and its functions and get more into the working of the person as a being with strengths and motives. We must show people that they are not creatures of circumstances, but rather circumstances are creatures of them.

Orsen Swett Mardin stated it this way: "Deep within man dwell those slumbering powers. Powers that would astonish him; that he never dreamed of possessing. Forces that would revolutionize his life if aroused and put into action."

David M. Dale, M.S. is recreation and fitness supervisor at Fitness+, at Ashland Oil Company in Russell, Kentucky. Dale is also a member of NESRA's National Fitness/Health Committee.

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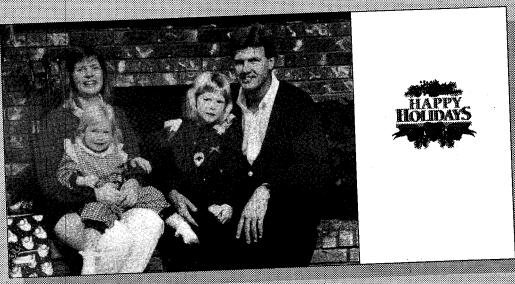
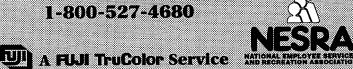


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# Employee Store

# PepsiCo Expands Employee Store

by Laurie Scheiber

n 1991, it was music to my ears when I heard that Purchase Place, our company store was to be relocated and enlarged in 1994. Two major components in a successful retail business are location and space. I was thrilled to learn that our new Purchase Place would be located near our remodeled cafeteria and that our selling space would increase over 1,000 sq. ft.

PepsiCo is a \$25 billion corporation with worldwide businesses in beverages, snack foods and restaurants. Our world headquarters have exquisite, renowned sculpture gardens. Our property is maintained in a world class manner. It was felt, that we should have a world class state-ofthe-art cafeteria as well. The cafeteria/ company store project was in the planning stages for many years and was discussed by our top levels of management, our Facilities department's architects and project managers, the NYC architectural firm that was hired, the cafeteria manager, and me. The expansion was approved based on the need for a fresh, inviting look in the cafeteria; the need to represent our food divisions: the need to replace outdated kitchen equipment; and the need for a larger, more encompassing company store that also accommodated ADA requirements.

January, 1994 was exciting when we opened our new Purchase Place and our new cafeteria, PepsiCo Pavilion. Our cafeteria has a creative cuisine





station; a soup & salad bar; fruit bar; dessert selections including a frozen yogurt dispenser; a deli station; and stations offering products from some of our restaurants: KFC, Pizza Hut, Taco Bell and Hot 'N Now. The new store is now adjacent to the main lobby of the cafeteria.

Management at PepsiCo in Purchase, NY approved an innovative expansion of its cafeteria, PepsiCo Pavilion and its employee store, Purchase Place. Expanding both facilities seemed natural.

#### Chart A

#### Comparisons

Category	Old Store	<b>New Store</b>
Size of store app	rox. 750 sq. ft.	1,935 sq. ft.
Medicine/sundries	s 1'	4'
"Penny candy"	2'	4'
Greeting cards	24'	32'
Logo merchandise	e 20'	24'
Stockroom	down the hall	attached in back
Coolers	1-1/2	3
Baby gifts	2'	8'
Kids/activity	4'	10'
General gifts	28'	28'
Magazines	1'	2'
Magazines	1'	2'

Services that remained the same: photo processing, postage stamps, gift baskets, helium balloons, credit card acceptance, video rentals, fresh flowers and shoe shine/repair.

While under construction, however, it was business as usual. Since the cafeteria's current location was being renovated, it had to relocate to a temporary area of our building for the nine months of construction. The store was able to stay in its old location, but was in the path of construction workers and wheelbarrows of supplies and cement: customer traffic was reduced. Sales, though, for the year, exceeded plan and prior year, so special marketing efforts and promotions paid

off to get people back into the store. It was suggested to me that we also relocate the store to a temporary location, but I decided I only wanted to move once, not twice. In retrospect, if I were to undergo a project like this again, I would move to a temporary location.

#### Maintaining Interest

Our Employee Services team created innovative and exciting promotions to keep employees' (our customers') interests throughout the construction. We created a time line with photographs of the cafeteria through the

years, and posted progress reports of the construction. We also posted copies of the architectural drawings for people to see what the new facility was going to look like. We created table toppers for the tables in the temporary cafeteria so people could be made aware of special events and sales in the company store. In the store, one very successful promotion was with a "treasure chest." Employees could get a key and try to unlock the chest. If their key worked, they could get a free gift. This was great for getting people into the store, and once there, they shopped.



While keeping the store's business running smoothly and while staying clear from the construction area, I conducted focus groups to find out what employees wanted in their new company store. In addition to their feedback and input, I visited hotel gift shops, hospital gift shops, and those in airports. I took photographs of what I liked in usage of space, displays, and fixturing. This way, when I worked with the architects, I visually explained the look I wanted. This exercise also explained to them the merchandising needs of certain categories. The best decision in the plans was to use slat wall since it provides flexibility for changing displays.



Also in planning the new store, I continually drew plan-o-grams to see the layout of merchandise groups. I wanted to be sure I was expanding business categories that focus groups and my business plan analysis indicated needed to be enhanced. Our old store was cramped; it really was a natural progression into the space of the new store for the expansion of merchandise groups. Chart A compares our old store to our new store.

I would recommend to anyone involved in a project like this, that you do just that, be involved, ask questions, bring up ideas, participate in meetings, check out progress on construction once the cosmetic touches begin. From the day I heard there was going to be a new store, I began planning and designing the store based on customers' needs and business decisions. Although the store is architecturally striking, the space is first and foremost, functional and comfortable for the customer.

#### Conclusion

I manage the store as though it were my own, and I thoroughly enjoyed designing, buying for, merchandising and marketing the new Purchase Place. Be prepared for extra long hours and a lot of elbow grease, but once you hear oooooos and ahhhhhhs from your customers, your hard work will be more than worth it. Mine was!

Laurie A. Scheiber is the Company Store Manager at PepsiCo, Inc. in Purchase, NY. She has buying and merchandising experience from Bloomingdale's and The May Dept. Stores. She is a graduate of the University of Pennsylvania. Laurie has won various awards from NESRA for outstanding promotions. Laurie presented the seminar "Properly Plan or Plan to Fail-Managing Your Company Store" at NESRA's 53rd Annual Conference and Exhibit in San Antonio.



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To position
your ES&R
department
for success,
tie its goals
into the
goals of your
overall
company.

"The findings of this study indicate that the human element is of tantamount importance to reengineering," stresses Scully. "Companies and process designers must ask simple questions including, How will employees' jobs change? Will they require technology training? Will they require training to work on a team or make front-line decisions? Working with companies to implement outsourcing changes, we know that the success of any change depends on the workforce."

#### **Widespread Reengineering**

The survey revealed that more than eight out of 10 (83 percent) of the companies polled have introduced reengineering initiatives. This percentage is far greater among larger companies with more than 10,000 employees (91 percent) than in those with up to 10,000 employees (71 percent). Of the 17 companies polled that have not reengineered, the majority (65 percent) said the primary reason was management's perception that it wasn't necessary.

Most reengineering initiatives were implemented in the areas of manufacturing (82 percent), information systems (61 percent) and customer service (60 percent). The most widespread initiatives were simplifying processes (87 percent), having work stages performed in a logical order, and in corresponding geographic locations (83 percent), combining several jobs into one (80 percent) and outsourcing ancillary processes (77 percent).

#### Editor's Note:

To strategically position your ES&R department, tie its goals into the goals of your overall company. Incorporate its mission to improve productivity and to reduce costs. Promote it as a necessity to ease tensions, improve morale and to promote change. Increase convenient services that make it easy for busy employees to balance work and personal life. Your ES&R program will help guide employees through these transitions and it will help your company maintain its competitive edge.

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# The Human Element Considered Critical

Editor's Note:

While reengineering continues, employee services and recreation managers should be aware of how essential the human element is during this time of change. ES&R managers who have undergone downsizing of their staff and the overall employee population have often experienced two things. First, although the ES&R department may have been affected by the changes, the program itself has remained a staple in the company. Secondly, many ES&R managers have also reported increased participation in their program whether it be because employees have increased stress and they need an outlet to vent their frustrations or because the remaining employees seek camaraderie. In many cases though, ES&R activities have brought more employees together and eased tension which in turn creates an environment more conducive to change.

The following survey results revealed by Pitney Bowes Management Services explains why some companies choose to reengineer and what affects this process has on morale.

f the 83 percent of Fortune 500 firms that have introduced reengineering initiatives, a majority (70 percent) experienced an increase in employee productivity and 60 percent believe employees felt empowered as a result of reengineering. Nonetheless, the largest plurality (38 percent) stated that the single biggest challenge was motivating and encouraging employees to change, and a majority (68 percent) reported experiencing negative outcomes to the workforce, according to a new survey of Fortune 500 firms, commissioned by Pitney Bowes Management Services (PBMS).

Overall, the study's findings indicate that the human element is one of the most critical factors in implementing initiatives. Among the survey's most significant findings were:

- Companies that have reengineered report increases in cost efficiency (61 percent) and profitability (42 percent) as well as improved customer service (40 percent). An overwhelming majority (85 percent) believe reengineering to be a long-term initiative that will continue to be used by major corporations in the future.
- Nonetheless, 68 percent of companies that have reengineered report experiencing negative outcomes to the workforce. Most of these companies stated that employees felt an increase in fear of job loss (75 percent) and felt overburdened by their added responsibilities (55 percent). Over two-thirds (69 percent) reported that employees perceive reengineering to be an excuse for downsizing.

- However, a large majority of the respondents (77 percent) do not believe that senior management has eroded its credibility with employees indicating that management has effectively dealt with the morale problems posed by reengineering.
- The majority of respondents (72 percent) do not believe there is a need for further downsizing and most expect hiring of senior and middle managers to remain the same (82 percent and 62 percent per respective group.) However, 45 percent foresee downsizing their administrative staff.

The survey queried, via telephone, 100 companies from the Fortune listing of the 500 largest publicly held American industrial companies. Respondents were selected on the basis of function rather than title. Each respondent held the decision-making responsibility with respect to reengineering activities. The study was conducted by the independent New York-based research firm of Kane, Parsons & Associates, during a fourweek period in July, 1994.

"We have found that both 74 percent of the largest law firms and 83 percent of Fortune 500 companies have undertaken reengineering efforts," commented Ethel Scully, vice president of marketing at PBMS, referring to the company's study published earlier this year examining reengineering efforts at the nation's largest law firms. "The two results taken in conjunction testify to the sweeping changes that continue to be found in all areas of American business."

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